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RESEARCH ARTICLE

COMMUNICATION STYLES OF JOKO WIDODO IN DISSEMINATING SLUM VILLAGE PLANNING POLICY (AT KAMPUNG DERET) IN JAKARTA PROVINCE.

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Abstract

Jokowi's communication style is a combination between the communication style of an influencer and a doer. He is truly capable of affecting people around him with his communication style. But he also does not hesitate to take for himself what he thinks should be done, to give an example and role model to others. He does not trust his staff's report easily; therefore, he often conducts "blusukan" to see the achievement of the development programs he has launched directly. His communication style is aligned with his leadership style, dominated by Participatory style. In terms of disseminating the policies of Provincial Government of DKI Jakarta to the people at Kampung Deret, Jokowi's predominantly used his inherent communication style as an influencer, very open to new ideas and can greatly affect the receivers. Apart as acting as an influencer, when delivering his policy or thoughts, Jokowi mostly uses a communication style as a doer, promoting fast move, to the point, and results-oriented; no wonder if people call him as a Regional Head who likes conducting "blusukan" directly to the field. He is not ashamed to do what he wants by himself. It aims to provide a role model and example for others.

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Introduction:-

The impression made by the society of an individual is based on the society's observation of what is said and what is done by the individual. It is impossible that the society can truly understand what is thought and what is perceived by an individual; therefore, the society evaluates the individual based on his actions and words. Individual behavior and speech patterns that can be observed are referred to as communication style. Each individual has his own communication style that may affect the effectiveness of his relationship with his surrounding communities.

Jokowi with his communication style of leadership has attracted great attention from the society from the beginning, not only people in Jakarta but also people of Indonesia. Since the beginning of his leadership as Governor of DKI Jakarta, Jokowi has launched various pro-people policies in various fields, such as Healthy Jakarta Card Program, Smart Jakarta Card Program, revitalization of traditional markets, normalization of rivers and reservoirs, arrangement of transportation in Jakarta (MRT and monorail) and revamping and organizing the slum villages called Kampung Deret Program. In the effort to socialize and carry out the policy, Jokowi has reaped the pros and cons from heterogeneous and respective people of DKI Jakarta. There are various public discontents. In this case, Jokowi continues trying to persuade his people to understand and be willing to comply with the objectives of the government policy. Obviously, it is carried out with his style of communication and leadership.

From many programs and policies, the author chooses the study of socialization efforts in Kampung Deret program. Kampung Deret program is an attempt of Provincial Government of DKI Jakarta to arrange and organize slum villages in DKI Jakarta, ranging from houses, road access, drainage, parks, to the street lights. Kampung Deret program is a new program that has never been performed by the Provincial Government of DKI Jakarta under the leadership of the previous governor. In the process of socialization, the majority of people reject the policy with

various reasons. However, as the time goes on and due to the vigorous socialization, some people begin to understand, comprehend and even support the program. It attracts the author's attention to find out how Jokowi embraces his people, particularly those who did not or less approve Kampung Deret program. The discussion will be focused and discussed from the point of view of what communication styles are used by Joko Widodo in socializing the policy of Kampung Deret Program of Provincial Government of Jakarta.

Study method:-

This research is developed with a case study through a qualitative approach, with the constructivist paradigm that focuses on the observation and condition in the field. The research method consists of in-depth interviews with people directly involved in Kampung Deret policy (for example the Head of Housing and Building Department of DKI Jakarta Provincial Government, the Head of Kepulauan Seribu District of DKI Jakarta and people directly involved in Kampung Deret Program, both those who reject the program and those who support it), field observations (the author directly observes the condition of the people and the implementation of Kampung Deret program) as well as documentation of the print, electronic and online media. To check the validity of the data, the technique of triangulation is applied, namely, technical examination of the validity of the data obtained from one source by comparing it to other sources in different time, or comparing data obtained from one source by using different methods.

The concept of communication style:-

The impression made by the society of an individual is based on the society's observation of what is said and what is done by the individual. It is impossible that the society can truly understand what is thought and what is perceived by an individual; therefore, the society evaluates the individual based on his actions and words. Individual behavior and speech patterns that can be observed are referred to as communication style. Each individual has his own communication style that may affect the effectiveness of his relationship with his surrounding communities.

Communication is an action to share information, ideas or opinions of each involved participant in order to achieve the similarity of meaning. The action of communication can be performed in a variety of contexts. We can communicate with others in the context of inter-personal (interpersonal communication), we can share messages in the context of group (group communication), also within the scope of an organization (organizational communication), and by utilizing the message of the mass media (mass communication). One interesting context of communication to study is the "action" of communication within an organization. The understanding of the events of communications occurring in the organization, such as whether the instruction of the leadership has been carried out correctly by employees or how the subordinates try to convey their complaints to the superiors, allows the achievement of the specified organizational goals in accordance with the expected results. It is just one simple example to show that communication is an important aspect within an organization, either for-profit organization or nonprofit organization.

Communication style is defined as a specialized set of interpersonal behaviors used in a given situation. Each communication style consists of a set of communication behaviors, used to get specific responses in certain situations. The suitability of the used communication style depends on the intent of the sender and the expectations of the receiver (Mangkunagara, 2001: 147-149).

Koehler, Anatol, and Applbaum (1978:48) state that there are six styles of communication: Controlling Style, Equalitarian Style, Structuring Style, Dynamic Style, Relinquishing Style, and Withdrawal Style.

Controlling Style:-

The communication style that is controlling in nature is characterized by a desire or intent to restrict, coerce and regulate behaviors, thoughts and responses of others. People using this communication style are known as one-way communicators. The Controlling style of communication is often used to persuade others to work and act effectively, and is generally in the form of criticism. Therefore, it is not a proper communication style to be used in the context of organizational communication.

Equalitarian Style:-

The important aspect of this communication style is equity basis. The equalitarian style of communication is marked by the two-way deployment of verbal messages in verbal and written manner (two-way traffic of communication).

In this style, the communication is carried out openly, meaning that every member of the organization can express their ideas or opinions in a relaxed and informal atmosphere. Such an atmosphere allows each member of the organization to reach a common agreement and understanding. This communication style ensures the continuation of sharing information among members within an organization.

Structuring Style:-

Structuring style of communication utilizes verbal messages in written and verbal manner in order to establish the orders that should be implemented, and schedule tasks and jobs as well as the structure of the organization. The sender pays more attention to the desire to influence others by sharing information about the organizational goals, work schedules, applicable rules and procedures in the organization.

Dynamic Style:-

Dynamic style of communication has aggressive tendency, because the sender understands that his work environment is action-oriented. The main objective of this aggressive communication style is to stimulate or encourage workers/employees to work faster and better. This is an effective communication style to be used in addressing critical issues but it requires the employees or subordinates to have sufficient ability to address these critical issues.

Relinquishing Style:-

This communication style reflects a willingness to accept suggestions, opinions or ideas of others rather than the desire to give orders even if the sender has the right to give orders and control others. The messages in this communication style will be effective when the sender is working together with knowledgeable, experienced, conscientious and responsible people.

Withdrawal Style:-

This communication style can weaken communication, meaning that people using this communication style do not have any desire to communicate with other people because there are some problems or interpersonal difficulties faced by these people. Concretely, when someone says: "I do not want to be involved in this issue", it means that he tries to escape from responsibility, yet it is also indicated a desire to avoid communicating with others.

The general picture obtained from the aforementioned description is that the equalitarian style of communication is an ideal communication style; while three other communication styles: structuring, dynamic and relinquishing can be strategically used to generate beneficial effects for the organization; while the latter two communication styles: controlling and withdrawal have a tendency to obstruct the course of useful and productive interaction.

If summarized, the characteristics of the six communication styles are as follows:

Table 1

Communication Styles, Goals and Objectives:-

STYLE	COMMUNICATOR	GOAL	OBJECTIVE
Controlling	Giving orders, attracting people's attention	Persuading others	Using power and authority
Equalitarian	Intimate, warm	Stimulating others	Emphasizing common understanding
Structuring	Objective, impartial	Systematizing the work environment, stabilizing structure	Confirming used measures, procedures, rules
Dynamic	Controlling aggressively	Growing the attitude toward the act	Brief and concise
Relinquishing	Willing to accept others' opinions	Shifting the responsibility to others	Supporting others' views
Withdrawal	Independent	Avoiding communication	Shifting issues

Source: Koehler, Anatol, Applbaum (1978:48)

According to Marcia Reynolds, although there are various individual personalities, communication styles can be divided into four main profiles. The four communication styles are based on the primary needs: when communicating, when engaging with another individual, when desiring to achieve a certain goal, and when throwing ideas or when conducting any action. Two styles of communication whose main focus is the completion of a task consist of Doers and Thinkers, while the styles of communication whose main focus is the relationship consist of Influencers and Connectors.

Doers:-

Individuals with this communication style like to be perpetrator or doers. They like fast motion and want to see the results immediately. They prefer to the point with less formality. They are less concerned with the details and often find shortcuts; otherwise they will get bored quickly. They favor autonomy, freedom to act and taking risks. They are self-starters, innovators and they like using physical energy. They also like popularity; mainly associated with their efforts to move quickly and create different results from others (at least the environment can see their daily activities).

Thinkers:-

Individuals in this group like to collect information, love to read and present their findings in detail, although it is required for them to learn the findings first before presenting them, and sometimes it takes a long time for them to evaluate afterwards. They take time in decision-making; however, once they've decided, they are ready. They are not concerned with personal issues of a personal nature. They love to discuss hobbies. They like clear and organized things, specific goals, and deadlines. They work according to the rules, methodology and personal responsibility. Individuals with this communication style like a victory, and will be ready to compete with themselves if there is nobody to compete. They are proud of the good results of their work; they like the recognition of their work but do not want to ask for it.

Influencers:-

Individuals with this communication style like to express their thoughts. They are very open with a situation where they can talk to many people. They like to interrupt particularly if the topic being discussed attracts their attention; and they regard it as a regular question and answer instead of interrupting. They are sociable; they seek approval and tend to be friendly, creative and persuasive. However, sometimes they need help to remain on the right track in carrying out their duties. They want social interaction, recognition and opportunity to be creative and they are happy to do so. They generally pay attention to the positive aspects of a problem. They are very pleasant, dramatic and patient in working. They like to help others in difficulty, express their concern and strongly support others; intuitively they are very fond of other people, even though they might get stuck in an unpleasant situation caused by their desire to help others.

Connectors:-

Individuals with this communication style are dependent on others to determine the direction of their work; they are consistent and reliable once they are given responsibility. They prefer to work with others rather than to work alone, although it requires a rather long time to trust and allow new people to join their working group. They are not the type of people who are ready to give an opinion, although it does not mean that they do not have one. Since generally they are diligent and reliable, they are generally well aware of how to do their job. They really like to be questioned about their knowledge and they appreciate the recognition personally (not in front of others). They like consistency, social ties, and the recognition of their efforts and good results. Though they are looked stubborn, they are very flexible and adaptable when they find a change is occurring in what they understand and how to use it. They like to reduce the pressure (stress) and promote harmony.

In this study, the variety of communication styles used is the communication styles defined by Marcia Reynolds.

The socialization of kampung deret program policy by the government of DKI Jakarta:-

Kampung Deret program is a program of the Provincial Government of DKI Jakarta under the command of Governor Joko Widodo to organize slum villages in Jakarta. This program refers to the Regional Regulation No. 1 of 2012 on Spatial Planning in 2030. This regulation is reinforced by the enactment of Regional Regulation on Detailed Spatial Plan (RDTR) by Regional House of Representatives (DPRD) of DKI Jakarta in the end of 2013 through a plenary session. Regional Regulation on RDTR stipulates more detailed Jakarta spatial development for the period of 2010-2030.

In Kampung Deret Program, slum villages in Jakarta inhabited by poor people are organized according to the city plan with the output:-

- a. Fairly spacious and adequate streets.
- b. Healthy air circulation.
- c. Standard building construction.
- d. Sufficient solar lighting.
- e. Standard toilet or lavatory.
- f. Having clean and potable water source.
- g. Functioning drainage channels.
- h. Available Open Green Space (RTH) and children's playground.
- i. Free of flood and slum as well as healthy and comfortable environment.

It is estimated that a house requires about IDR 40 million to IDR 50 million, with standard type 18 of 3m x 3m = 9 square meters (2 floors) and type 36 of 3m x 6m = 18 square meters (2 floors). Each house is built uniformly, yet still highlights the identity of people of Jakarta in the form of Betawi ornaments. The renovation for the houses applies RISHA construction, i.e. Healthy Simple Instant House. The construction still maintains the quality of SNI building.

Given the limited budget for renovation or rehabilitation of the houses, the process is carried out by mutual cooperation of people under the supervision of professional staff and monitoring of Provincial Government of DKI Jakarta, through the Housing and Building Department. In Jakarta, the government targets as many as 15 thousand unfit homes to be renovated, spread across 80 location points. One of the locations of Kampung Deret program is Petogogan Village, Kebayoran Lama Subdistrict, South Jakarta. In Petogogan Village, the arrangement is focused on RW 05 covering RT 008, 010, 011 and 012, where the density of population is about 117 inhabitants per hectare. The land area for Kampung Deret in this location is approximately 4902.74 square meters. The number of beneficiaries is 135 people. This location is chosen since RW 05 of Petogogan Village meets the criteria for rehabilitation or renovation, namely

- a. Less lighting
- b. Utilizing rivers for toilets or lavatories.
- c. Non-standard house construction.
- d. Below flooding point.
- e. No drainage.
- f. No children's playground.
- g. No water source of Indonesian Regional Water Utility Company (PDAM).
- h. No free Wi-Fi.

Furthermore, according to Jones (2007:186), the stages in public policy formulation consists of:-

Definition:-

Defining the problem is the initial stage of the public policy process. Human encounters problems because there are unfulfilled needs. Therefore, the country has the duty to help the public meet their needs.

Aggregation:-

This is the stage to gather people who have similar opinion with the policy makers or influence people to think similarly about an issue. It can be done through writings in the mass media, researches or speeches.

Organization:-

Organizing gathered people into both formal and informal organization.

Representation:-

Inviting people who think similarly on an issue to influence policy makers so that the problem can be accessed to the agenda setting.

Agenda Setting:-

The election of an issue to the agenda of policy makers.

Formulation:-

This stage is the most critical stage, the issue can be redefined and obtain unpopular solutions in the society yet it is the interest of the major groups of the policy makers. It is due to the interaction of policy-makers both as an individual, group or party through negotiation, bargaining, responsiveness and compromise in choosing alternatives. The formulation also discusses who implement and how to implement the policy output.

Legitimation:-

Legitimation is the process of ratification of the selected alternative.

According to Article 5, paragraph 2 of Regional Regulation No. 2 of 2010 of DKI Jakarta Province, formulation of Regional Regulation of DKI Jakarta is implemented through several stages, namely:-**Planning:-**

Article 7 and Article 8 of Regional Regulation of DKI Jakarta No. 2 of 2010 explain that the formulation is carried out in Local Legislation Program (Prolegda), a planning instrument for formulation program of Regional Regulation formulated collectively by the DPRD and the Local Government in directed, planned, integrated and systematic manner. This Prolegda is formulated by considering Regional Long Term Development Plan, Regional Medium Term Development Plan and the Regional Annual Development Plan.

Formulation:-

There are three mechanisms of formulation for Regional Regulation in DKI Jakarta stipulated in article 16 to article 28 of Regional Regulation No. 2 of 2010, namely the formulation of Regional Regulation Draft on the proposal of DPRD, on the initiative of the Local Government, and the formulation of Regional Regulation Draft outside Prolegda.

1. The Formulation of Regional Regulation Draft on the proposal of DPRD; this mechanism is only possible if the council members have sufficient expertise and experience to formulate the Draft.
2. The Formulation of Regional Regulation Draft on the initiative of the Local Government; article 21 to article 27 of Regional Regulation of DKI Jakarta No. 2 of 2010 explain that the formulation of the Regional Regulation Draft on the initiative of Local Government is carried out based on Prolegda prepared by the initiator SKPD/UKPD in accordance with the scope of duties and responsibilities. The head of initiator SKPD/UKPD reports the preparation and formulation of the Regional Regulation Draft to the Governor through the Regional Secretary accompanied by an Academic Paper about the material stipulated in the Draft. The academic paper is prepared on the initiative of SKPD/UKPD coordinating with DPRD and can involve universities or other third parties who have the related expertise.
3. The Formulation of Regional Regulation Draft outside Prolegda; in certain circumstances, DPRD and/or the Governor can formulate Regional Regulation Draft outside Prolegda after first submitting a notification to both parties by attaching an explanation of conception of the proposed Regional Regulation

Draft. The specific circumstances are as follows:

- a. Implementing urgent policy from the Government.
- b. The cancellation of the Regional Regulation by the Government.
- c. Implementing the decision of Indonesian Supreme Court.
- d. Addressing extraordinary circumstances, a state of conflict or natural disaster; or
- e. Certain other circumstances that ensure the urgency of a region on the proposed Regional Regulation Draft.

Discussion:-

During the study and even much earlier, the author had observed the routine of Joko Widodo in communicating with Kampung people involved in Kampung Deret program in DKI Jakarta, as well as to the range of stakeholders and staff of the Provincial Government of DKI Jakarta. Initially the program was indeed received a number of challenges from the people. It is not easy to make them understand since the deep-rooted hereditary habit has imposed them to consider that living in a lacking slum neighborhood is good enough. Sensitivity has been transformed into immunity, meaning that sensitive or unusual things in daily life turn into common things though uncomfortable. The author also attended the socialization several times. The socialization was not always attended by Joko Widodo; sometimes he delegated his staff, in this case the Head of Housing and Building Department of

DKI Jakarta Provincial Government and staff. There was a full discussion followed by opinions of both supporting and refusing people. The meetings and discussions did not immediately produce a decision. They always left things to consider. However, the point was, Kampung Deret program i.e. a program by Joko Widodo in arranging slum villages in Jakarta should continue, given the villages that would be rehabilitated had been generally considered improper to live. RW 05 of Petogogan Village, Kebayoran Baru, South Jakarta, the location of the study, was one of the examples. Upon entering this village, a small road in the form of a dark and shabby hallway would be seen. The drainage was inadequate; some had clogged and did not work anymore. The villages emitted unpleasant smell. People dried their laundry in front of their houses, adding the impression of slum scenery. Some people even did daily activities in the rivers crossing the villages. Governor Joko Widodo had admonished people not to dry clothes in front of their houses anymore since it made the village no longer beautiful and blocked the entry of sunlight. The socialization was more intensive, even Governor Joko Widodo participated directly to the field. As always, when the Governor Joko Widodo came to the midst of the people, they would not waste the opportunity to take pictures with him. People fought each other to take pictures with Governor Joko Widodo. He did not mind if people ask to take picture with him. In the socialization, there was no wall between Joko Widodo and people. He conversed, listened to their complaints and absorbed their aspirations. It was not rare for him to joke with people. Joko Widodo avoided formal atmosphere, even if it should be formal as had been set by protocols, he chose to do less talking in the opening or welcome ceremonies, and chose to increase non-formal discussions. *Blusukan* is his best way to absorb the aspirations of the people and to directly observe what is happening on the field without engineered by those concerned. Joko Widodo is not the type of ABS (Keeping the Boss Happy) leader. He does not want to just receive reports from his subordinates. He must check what is really happening in the field personally. In some discussions attended by the author, it can be seen that the atmosphere was very warm anytime Joko Widodo was in the midst of the people. He wanted to listen to people talking; he responded to complaints and even criticized them yet remained polite when doing so. He prioritizes a persuasive approach and tends to be friendly. He does not like conflicts in his policies. Therefore, Joko Widodo chooses the path of peace by emphasizing on two-way communication. In the socialization of Kampung Deret program in Petogogan Village, Kebayoran Baru Subdistrict, South Jakarta, Joko Widodo often got criticism and rejection. However, with his way to communicate politely yet keep embracing all parties, the tension could be overcome gradually. The point is, he gives the same opportunity for everyone to speak. According to Joko Widodo, closeness and togetherness will avoid misunderstandings and help achieve the goal.

Jokowi is also very closely involved with the media crews. He is very friendly with the media everywhere. For him, the media greatly helps him in socializing various policies. The crew of the media is very close to Joko Widodo. They are friends, not enemies. Whatever actions Joko Widodo takes, the news never misses them. This is his trump card in disseminating his programs and socializing his policies.

Observed from the aspect of communication style, when disseminating the policies of the Provincial Government of DKI Jakarta in this case Kampung Deret program, Jokowi always used Influencer communication style, that is very open to new ideas and can greatly affect the receivers. In addition, another communication style Jokowi used when delivering his policies or thoughts was Doer communication style that prioritizes fast motion, to the point and results-oriented; no wonder people called him the Regional Head who liked to do "*blusukan*" directly to the field. He is not ashamed to do what he wants. It aims to provide a role model or example to others. Changes or works should be started from ourselves. Desires to change people should be accompanied with the behavior of exemplification. However, in other times and in certain situations, Joko Widodo's communication style gives an impression of a Connector, consistent and reliable. People with this type of communication style do not trust others easily. They are generally diligent and reliable; therefore, they understand how to do their job. Joko Widodo also likes to reduce the pressure or stress and tends to avoid conflict. With a calm and relaxed demeanor, he tries to embrace many parties. Various approaches he performs in socializing his policies to the society, including Kampung Deret policy, through a formal approach such as discussion at City Hall, a meeting, and through non-formal approach such as dialogue in the field when conducting *blusukan*. Thus, through the case study of Kampung Deret in Petogogan, South Jakarta, based on the theory by Marcia Reynolds, it can be concluded that communication styles Jokowi used in socializing policies of DKI Jakarta is Influencer, Connector and Doer communication styles. According to Marcia Reynold, individuals with Influencer communication style like to express their thoughts. They are very open with a situation where they can talk to many people. They are sociable; they seek approval and tend to be friendly, creative and persuasive. However, sometimes they need help to remain on the right track in carrying out their duties. They want social interaction, recognition and opportunity to be creative and they are happy to do so. They generally pay attention to the positive aspects of a problem. They are very pleasant, dramatic and patient in work. They like to help others in difficulty, express their concern and strongly support others; intuitively they are very fond of other people,

even though they might get stuck in an unpleasant situation caused by their desire to help others. Individuals with Connector communication style are dependent on others to determine the direction of their work; they are consistent and reliable once they are given responsibility. They prefer to work with others rather than work alone, although it requires a rather long time to trust and allow new people to join their working group. They are not the type of people who are ready to give an opinion, although it does not mean that they do not have one. Since generally they are diligent and reliable, they are generally well aware of how to do their job. They like consistency, social ties, and the recognition of their efforts and good results. Though they are looked stubborn, they are very flexible and adaptable when they find a change is occurring in what they understand and how to use it. They like to reduce the pressure (stress) and promote harmony (avoiding conflict). Furthermore, Marcia Reynolds interprets Doer communication style as individuals who like to be the perpetrator or doer. They like fast motion and want to see the results immediately. They prefer to the point with little formality. They favor autonomy, freedom to act and taking risks. They are self-starters, innovators and they like using physical energy. They also like popularity; mainly associated with their efforts to move quickly and create different results from others (at least the environment can see their daily activities).

Observed from the aspect of leadership style, Joko Widodo is a leader who has and practices the combination of three leadership styles: Participative, Delegative and Authoritarian. Based on the theory by Kurt Lewin, Authoritarian leadership style is used when the leader tells his followers what he wants to do and how to achieve it, without suggestions from his followers. This style is suitable to be applied if the leader has all the information to solve problems, in urgent circumstances, and all subordinates have been well motivated. This style is used by Joko Widodo on certain occasions only. Authoritarian leadership style will be useful in situations where a decision is needed to be established without the need to consult with groups of people. Meanwhile, Participative communication style is the style where the leader involves one or several of his subordinates in the decision-making process (defining what is done and how to do it). Even so, the leader keeps the authority of final decision-making. Using this leadership style does not show the weakness of the leader, but rather as a sign of strength that will get the respect of his followers. This style is used if the leader has the half of the information and the subordinates have another half of the information. The leader does not have to know everything; therefore, the leader employs subordinates who have knowledge and skills. The usage of this style is beneficial for both parties; in addition to allowing subordinates to be part of a team, the decisions obtained are better. Since the subordinates are encouraged to provide ideas, this leadership style can generate more creative new ideas and solutions to solve problems. The subordinates also feel more involved in work commitment; results in the subordinates take responsibility for completing their job. This leadership style shows the increase of productivity from the subordinates. In other times and in urgent circumstances, due to the amount of the works he have to finish, Joko Widodo shows Delegative leadership style, where his subordinates are allowed to make decisions. Nevertheless, the leader is still responsible for the decisions made. This style is used when the subordinates are able to analyze the situation and determine what is needed to do something and know how to do it. The leader cannot do everything himself, he should set priorities and delegate certain tasks. This style is not used as an excuse to blame the others when a problem occurs, but the style is used when the leader believes in his subordinates fully and confidently. This leadership style will be effective in situations where subordinates have higher skills, motivation and ability to work independently. Although the meaning of this leadership style is a hands-off leader, sometimes the leader is still open to consultation and feedback of his subordinates.

Joko Widodo quite understands when those leadership styles should be used. It can be seen from the summary of the answers from informants. The Head of the District and the Head of Department feel that Jokowi's leadership styles are Participative and Delegative. Thus, it can be concluded that when he leads his subordinates who have knowledge he will lead using Participative style, and when his subordinates know more about the details of the problem or job, he leads using Delegative style. However, when he is confronted by reporters who are not his subordinates, and may know nothing about the problem or the job, know a little about the problem or the job, or even know much about the problem or the job, Jokowi will use Authoritarian leadership style. Thus, his leadership style is quite situational, a combination of Participative, Delegative and Authoritarian styles. When dealing with his people, in this regard the head of RW and people of Petogogan, who may know nothing about the problems (people), Joko Widodo will lead with Authoritarian style; otherwise when he feels that the people know a lot about the problems (the head of RW), he will lead with Delegative style.

Closing:-

Jokowi's communication styles are a combination of Influencer and Doer. He is very capable of affecting people around him with his communication styles. However, he does not hesitate to do what he thinks should be done, to give an example and role model to others. He does not trust the reports of his staff easily; therefore he often performs "blusukan" to see the achievement of the development of his programs directly. Communication styles he uses are aligned with his leadership style dominated by Participative style. Joko Widodo wants to involve or empower people around him to achieve his goals. However, sometimes he feels that it is unnecessary for him to perform the job directly when he feels that his staff/subordinates have the skills or expertise. Therefore, he will delegate the tasks to others. His leadership style also tends to a Delegative leadership style. However, in urgent circumstances, Joko Widodo will choose Authoritarian style. Although he gets a lot of input, he already has a concept. The concept is what he has to do, because he knows that the concept is useful for many people, although in the end he should sacrifice himself. Thus, Jokowi leadership styles consist of Authoritarian, Participative and Delegative depending on whom he faces and leads. Joko Widodo uses Authoritarian style on new employees learning to work with Doer communication style. He gives orders or commands directly and carries out the job in order to provide an example and role model. To smooth the implementation of his policies, Joko Widodo is an "expert" in influencing, either the society or the people or the subordinates, therefore, the communication style used is Influencer communication style. However, when dealing with a group of employees who already know their job, Joko Widodo uses Participatory style, or uses Influencer Style. Joko Widodo tries to involve many parties and persuades them to support his programs and policies. Joko Widodo uses Delegative style if the employees have better knowledge and experience. The employees do the job entirely without his interference; however, he remains responsible for the outcome. In this case he uses Connector communication style, completely entrusting to the staff of what is considered good to run smoothly. However, this style is quite rare and not dominating. He still carries out 'blusukan' to ensure him and observe directly what is happening in the field. Having considered the situation is absolutely safe and reliable, he relinquishes control. In other words: Joko Widodo uses a combination of three styles, to tell the subordinates that a procedure is not working as it supposed to be and a new procedure is need to be created (Authoritarian). Then the subordinates are asked to provide ideas and input in creating the new procedure (Participative). Then he delegates the tasks in the implementation of the new procedure (Delegative). In conveying the message in order to his goal to be reached, he does not hesitate to do the job directly to set an example and role model (Doers), while continuing to approach to influence others (Influencer).

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