

Communication systems and community leadership: a study of rural community of the Ibu Kota Nusantara

I Gede Aryana Mahayasa

Faculty of Economy Bussiness and Tourism, Universitas Hindu Indonesia, Denpasar, Indonesia

Corresponding author: I Gede Aryana Mahayasa, aryanamahayasa@unhi.ac.id

Received: March 3rd, 2023; Accepted: July 7th, 2023; Published: September 15th, 2023

DOI: <http://dx.doi.org/10.24123/jmb.v22i2.697>

Abstract

This study aims to explore and identify the communication and leadership system of the rural community where the Ibu Kota Nusantara is located in the transformation project to become the capital of the archipelago and a smart city. This research is qualitative research with a descriptive approach. The sample and respondents of the study were community and traditional leaders as well as religious leaders in the area closest to the location of the Ibu Kota Nusantara with a total of 113 respondents. The results showed that most of the people in the villages located in the capital city of the archipelago felt that the communication system implemented by the government in the context of the process of moving the country's capital was still lacking. The community also feels that the leadership of the central and local governments is also very lacking. The community hopes to be invited to play an active role in all preparations for the relocation of the state capital. The community hopes to be able to become development actors, have the competence to participate in developing their region, and in the end can enjoy the results of the development, with the increase in the economy and the standard of living of the community.

Keywords: *communication, community leadership, community empowerment*

Introduction

Communication is the most important means of human development, in any context. Thus, capacity building for the development of an area in the context of practice will include a communication process. Historically, many developments in the regions have been successfully implemented with the support of communication (Jin et al., 2020). Communication is a process related to communicating important information and decisions to all members of the organization by following up on access to information and overcoming barriers to access to these sources of information (FarajAllah et al., 2018). Communication as a transmission tool emphasizes the process of delivering a good message from the source of information to the audience Ogunbiyi et al., (2020) with the aim that what is the mission and desire of the organization or government can reach its members or society well (Rasila & Mudau, 2013). Whether communication should be done explicitly and openly (directly) or passively and confidentially (indirectly), depends on the problem and how the problem can be

improved (Overall & McNulty, 2017).

Until now, there have been many studies and researches on how effective communication conveys ideas, missions, and policies from leaders to the community to minimize rejection, communication errors, and conflicts (Jahangir et al., 2021; Mukhtar et al., 2020; Rumiati et al., 2021; Silva et al., 2020). The usage of strategic communication can examine organizational communication from an integrated multi-disciplinary perspective by expanding ideas and problems based on various traditional communication disciplines (García, 2012). Effectiveness communication will create a climate in society that is good for stimulating creativity, innovation, and decision-making abilities because communication is a social means used by individuals to communicate and convey information, data, opinions, and ideas to achieve desired performance and goals (Shobaki et al., 2018). Participatory communication plays an important role in the field of development (Musakophas & Polnigongit, 2017). Organizational communication played by organization leaders and their members focuses on communication activities that aim at advancing the organization's mission and involves various organized efforts in which organizations are involved to communicate with constituents and can cross traditional communication disciplines (Hallahan et al., 2007).

Community leadership analyzed from many conceptual perspectives, including for example entrepreneurship, which has been used with social innovation and acts as a symbol for change (Martiskainen, 2017). Leadership that prioritizes the community has also been widely studied, especially in the context of increasing community participation in the development process and achieving organizational goals (Cavalieri, 2018). Different types of collaborative leadership in guiding multi-sector collaboration have recognized as integrative public leadership, collaborative leadership, network leadership, inter-organizational leadership, and collaborative governance (Sun & Anderson, 2012). Leaders also play an important role in promoting, supporting, and guiding their communities on co-creation activities as an important component of their region's climate governance (Torfinn, 2019).

Transformational leadership is considered to main leadership theory and most often used in today's generation (Kissi et al., 2013), can significantly affect the success of achieving goals and is very appropriate in the context of increasing community participation (Fareed et al., 2021), and influence positively members/followers, instilling high values and ethics. In addition, being able to stimulate the emotions and energy of members and the community to achieve goals (Pieterse et al., 2010). Other types and kinds of leadership that are often researched and considered capable of increasing the role of community participation, creating innovation, and can collaborate with the potential that exists in the community in achieving goals include innovative leadership (AlNuaimi et al., 2021), supportive leadership (Patzelt et al., 2021), transactional (Pieterse et al., 2010), inclusive (Korkmaz et al., 2022), and knowledge-based leadership (Banmairuoy et al., 2021).

The plan to move the country's capital city from Jakarta to East Kalimantan, in the North Penajam Paser district, has generated various opinions, both for and against the plan. These pro and contra conditions did not only come from government officials, politicians, and observers who came from outside the

planned area for the new national capital, but also from the local community. This movement will certainly cause enormous problems and challenges. One of the big challenges in the social and economic fields that should face is the readiness of human resources and their communities for new areas, which were formerly forests and will be developed into cities with the concept of a smart city. The people of East Kalimantan need to be prepared to accept and make these changes, especially in the preparation of human resources. So that in the process of transforming into the capital city of a new country, the people of East Kalimantan are able to become actors and recipients of the results of these changes.

Communities in the affected areas feel that they have never been invited to talk and discuss directly by the government. The approach taken by the government so far is to invite traditional and religious leaders to have a dialogue. The results of this dialogue often do not reach the community as a whole. People tend to be passive, without knowing what to prepare for their regional plan to be the location of the capital city of the archipelago. There are fears and concerns from the community about the arrival of newcomers, fears that they will not be able to compete with migrants for jobs, as well as people's fears that they will only be spectators to the major transformation plans that will occur in their area. This study aims to identify and analyze how communication and leadership processes are used to increase the capacity of the people of East Kalimantan in the transformation project to become the capital of the archipelago and a smart city.

Research Methods

This research is qualitative research with a descriptive approach. Initial information was carried out by conducting interviews with several communities, traditional, and religious leaders in the area closest to the location of the Ibu Kota Nusantara in Sepaku District, Penajam Paser Utara Regency, which included Sukaraja village, Pamaluan village, Bumi Harapan village and Binuang village. This initial interview aims to identify potential problems that occur in the process of preparing their area to become the nation's capital.

Questionnaires were given to 113 people from the four villages, to obtain data on the actual condition of the people of the Sepaku sub-district. The community characteristics, communication system in the community and the leadership system applied by the community leaders of the four villages, such as traditional leaders, religious leaders, local government, and central government. The public perception is tabulated and then analyzed descriptively.

Result and Discussions

The data in Table 1 shows the characteristics of respondents from four villages in Sepaku District, which are distinguished by ethnicity, type of work, and the amount of average monthly income. From the ethnicity of the people living in the four research villages, it can be said that the community consists of several ethnic groups, both indigenous, namely the Paser tribe, as well as immigrant tribes. In general, the majority of the people are immigrants (around 88.5%), and the largest comes from the Javanese (38.1%). This is inseparable from the transmigration program implemented by the government to reduce the population in Java. What's interesting is that almost all people no longer want to be called

immigrants, because they have lived those area for decades, and have mingled well with the Paser tribe, which is the original tribe of the people of Sepaku District.

Table 1. Characteristics of Research Respondents

Characteristics of Respondents		Amount	Percentage (%)
Ethnic group	Banjar	13	11,5
	Batak	3	2,7
	Bugis	10	8,8
	Dayak	16	14,2
	Jawa	43	38,1
	Kutai	5	4,4
	Melayu	3	2,7
	Paser	13	11,5
	Others	7	6,2
Work	Private sector employee	11	9,7
	Farmer	22	19,5
	Student	7	6,2
	Laborer	9	8,0
	Civil Servant	5	4,4
	Entrepreneur	34	30,1
	Unemployment	21	18,6
	Others	4	3,5
Monthly income	<5 million	103	91,2
	5 – 10 million	8	7,1
	10 – 15 million	1	0,9
	>15 million	1	0,9

Source: Processed Data, 2022

In terms of work, most people have had their daily activities or activities, ranging from students, farmers, employees to entrepreneurship (81.4%), and most of them are entrepreneurs (30.1%). Many people who already have a place of business become traders selling food, daily basic needs, and other household needs. In terms of income, most people also have income that can be categorized as sufficient to meet their daily needs. This is also supported by direct statements from the community through in-depth interviews, that the community is quite satisfied and has fulfilled their life needs with the current income.

When the public stated that if the plan to relocate the capital city of Indonesia was realized, the economic activities of the people in their area which was made the state capital would be better, the majority agreed and strongly agreed with the statement (76%). That is also the hope of most of the people there. Likewise, with the level of public optimism regarding the availability of more jobs, improvement of public services, health, and family, the majority of people are optimistic and believe in these changes, with an average confidence level of above 75%. Meanwhile, public confidence in an increase in income and the ease of assisting/loans from banks for business activities was slightly lower, with an average of 63%. This is possible because the community already believes that relocating the country's capital city to their territory will also invite many newcomers to come back to their area to compete for livelihoods and jobs there.

Table 2. Description of Respondents' Answers to the Communication System in Submitting the Plan Moving the IKN

Statement Items	Score Answer					Amount	Avg.
	1	2	3	4	5		
Development planning in the City of PPU IKN has taken into account the opinions and expectations of the community	13	17	38	22	23	364	3,22
Leaders and the community have been involved in preparing the IKN development program	17	11	42	24	19	356	3,15

Source: Processed Data, 2022

Table 2 is an indicator used to measure the effectiveness of the communication implemented in the delivery of the IKN transfer plan. Most people still think that the IKN development planning has not involve the opinions and expectations of the community (60.1%). Likewise, regarding the involvement of leaders and the community in the preparation of the IKN development program, the majority of the community (61.9%) still considers that the involvement of leaders and the community in the preparation of the IKN development program carried out by the government is still lacking. The government as a community leader is expected to be able to improve and improve the communication system with the community, so that the community really understands and can well accept the IKN development plan.

Table 3. Description of Respondents' Answers to the Leadership System in the Community in the IKN area

Statement Items	Score Answer					Amount	Avg.
	1	2	3	4	5		
Nowadays, there has been a separation of ethnic groups in terms of place of residences	35	22	27	16	13	289	2,56
Where I live, social conflicts often occur	51	31	15	7	9	231	2,04
Social conflicts can always be reconciled	3	1	19	52	38	460	4,07
Currently, in the area where I live, there is an economic gap based on ethnic groups	28	20	32	20	13	309	2,73

Source: Processed Data, 2022

People's perceptions of the IKN area towards the applied leadership system can be seen from the community's response to the statement in Table 3. For the stated the occurrence of separation of ethnic groups in their neighborhood and the frequent occurrence of social conflicts in the community, the majority of the community gave a negative response (average averaging 80.1%), meaning that the community considers that the current conditions of social life in society are good. In a neighborhood where there is no separation of ethnic groups, they can live to mingle and live together in one area. Social conflicts also rarely occur. And when a conflict arises, the majority (79.6%) say that can always be resolved and

reconciled properly.

When this is explored more deeply, the community states that the role of traditional leaders and religious leaders is very large in maintaining peace in the area where they live. The community has great respect for traditional leaders and religious leaders. When a potential conflict arises, the community always looks for traditional or religious leaders to handle it. The presence of traditional and religious leaders is still considered important and has the ability to overcome potential conflicts in the community. However, when the community was given a statement regarding the existence of economic disparities based on ethnic groups, the community's response was still varied, between those who agreed and those who did not agree. In general, the community considers that the immigrant community (outside the Paser tribe) has a better economic level. Migrants are considered to be more persistent in their work, and more able to compete in the economic field. This is also the biggest concern of the community when the IKN development is implemented. The community really hopes that there will be government support to help prepare the community for the IKN development. The community does not expect material assistance, but rather the preparation of their abilities and competencies. The community hopes that the government can provide and facilitate training, provide better educational facilities and infrastructure for the younger generation, so that the community feels better prepared to face changes with the development of the IKN, and the most important thing is that the community can play an active role in carrying out and enjoying these changes. not only by immigrants. Peoples are aware that the education they are currently receiving is not as high as that in big cities. They want the government to provide training, such as project and construction training so that when construction is being carried out on the archipelago's capital city, the community can take part and compete with migrant workers who come from Jakarta.

Currently, the level of public trust in regional governments such as the regional government, DPRD, TNI/Polri, district courts, district attorneys' offices, and the Inter-religious Communication Forum (FKAUB) is still quite good, at 68.3%. This is better than the level of public trust in the central government and NGOs, which is 54% on average. From what was conveyed directly by the community, they tend to have better trust in their local government because the local government is still able to be present in the midst of the community, when the community has problems. In fact, the level of public trust in FKAUB is the highest, at 77%. This proves that the approach by traditional leaders, community leaders and religious leaders is still considered better in the community.

Conclusion

The results of the study show that in general, the people in the area around the planned development of the IKN still feel that they are not invited to play an active role in preparing for the relocation of the new capital city. The approach and communication taken by the government is still lacking. Currently, the highest public trust is in religious and community leaders. People listen more and follow directions and instructions from traditional and religious leaders. The role of government leadership is still felt to be incapable of motivating and directing the community to follow the plans initiated by the government. Leadership

communication still needs to be improved, so that the community becomes more aware of the IKN development plans. The leadership applied should also be improved, emphasizing more on transformational leadership, namely how local leaders there are able to motivate and invite their people to play an active role in making changes and development.

This study is expected to provide a better view in seeing the actual conditions regarding the readiness of the community around the IKN development area. In general, the community is very enthusiastic and supports the IKN development program. But the community also hopes that they can be invited to take an active role in the IKN development process. The community hopes to be able to become development actors, have the competence to participate in developing their region and in the end can enjoy the results of this development, by increasing the economy and living standards of the community. It will not only be a spectator later. This study still has many limitations. The respondents used are still relatively small compared to the total population in the IKN development area.

References

- Al Shobaki, M. J., Abu-Naser, S. S., Abu Amuna, Y. M., & El Talla, S. A. (2018). The Level of Organizational Climate Prevailing In Palestinian Universities from the Perspective of Administrative Staff. *International Journal of Academic Management Science Research (IJAMSR)*, 2(5), 33–58.
- AlNuaimi, B. K., Singh, S. K., & Harney, B. (2021). Unpacking the role of innovation capability: Exploring the impact of leadership style on green procurement via a natural resource-based perspective. *Journal of Business Research*, 134, 78–88. <https://doi.org/https://doi.org/10.1016/j.jbusres.2021.05.026>
- Banmairuroy, W., Kritjaroen, T., & Homsombat, W. (2021). The effect of knowledge-oriented leadership and human resource development on sustainable competitive advantage through organizational innovation's component factors: Evidence from Thailand 's new S- curve industries. *Asia Pacific Management Review*. <https://doi.org/https://doi.org/10.1016/j.apmr.2021.09.001>
- Cavalieri, I. C. (2018). Power, empowerment and social participation-the building of a conceptual model. *European Journal of Social Science Education and Research*, 5(1), 174–185.
- FarajAllah, A., El Talla, S. A., Abu-Naser, S. S., & Al Shobaki, M. J. (2018). The Nature of Work and Its Relation to the Type of Communication among Employees in Palestinian Universities-A Comparative Study between Al-Azhar and Al-Aqsa Universities. *International Journal of Academic Multidisciplinary Research (IJAMR)*, 2(6), 10–29.
- Fareed, M. Z., Su, Q., & Awan, A. A. (2021). The effect of emotional intelligence, intellectual intelligence and transformational leadership on project success; an empirical study of public projects of Pakistan. *Project Leadership and Society*, 2, 100036. <https://doi.org/https://doi.org/10.1016/j.plas.2021.100036>
- García, C. (2012). Using Strategic Communication for Nation-Building in Contemporary Spain: The Basque Case. *International Journal of Strategic Communication*, 6(3), 212–231. <https://doi.org/10.1080/1553118X.2012.678523>
- Hallahan, K., Holtzhausen, D., Van Ruler, B., Verčič, D., & Sriramesh, K. (2007). Defining strategic communication. *International Journal of Strategic Communication*, 1(1), 3–35.
- Jahangir, N., Safdar, A., & Zaheen, B. (2021). Impact of Communication Climate on Conflict Management Styles among Employees. *Journal of Business and Social*

- Review in Emerging Economies*, 7(1), 63–68.
- Jin, X., Wang, Q., Zuo, J., & Huang, R. (2020). Communication management for sustainable construction projects: A systematic review. *Sustainability*, 12(13), 5300.
- Kissi, J., Dainty, A., & Tuuli, M. (2013). Examining the role of transformational leadership of portfolio managers in project performance. *International Journal of Project Management*, 31(4), 485–497.
- Martiskainen, M. (2017). The role of community leadership in the development of grassroots innovations. *Environmental Innovation and Societal Transitions*, 22, 78–89. <https://doi.org/https://doi.org/10.1016/j.eist.2016.05.002>
- Mukhtar, M., Risnita, R., & Prasetyo, M. A. M. (2020). The influence of transformational leadership, interpersonal communication, and organizational conflict on organizational effectiveness. *International Journal of Educational Review*, 2(1), 1–17.
- Musakophas, R., & Polnigongit, W. (2017). Current and future studies on participatory communication in Thailand. *Kasetsart Journal of Social Sciences*, 38(1), 68–73. <https://doi.org/https://doi.org/10.1016/j.kjss.2016.01.011>
- Ogunbiyi, O., Thwala, W. D., & Sibiyi, B. J. (2020). The impact of stakeholder communication on project delivery in South Africa. *Built Environment Project and Asset Management*, 10(3), 420–434.
- Overall, N. C., & McNulty, J. K. (2017). What type of communication during conflict is beneficial for intimate relationships? *Current Opinion in Psychology*, 13, 1–5.
- Patzelt, H., Gartzia, L., Wolfe, M. T., & Shepherd, D. A. (2021). Managing negative emotions from entrepreneurial project failure: When and how does supportive leadership help employees? *Journal of Business Venturing*, 36(5), 106129. <https://doi.org/https://doi.org/10.1016/j.jbusvent.2021.106129>
- Pieterse, A. N., Van Knippenberg, D., Schippers, M., & Stam, D. (2010). Transformational and transactional leadership and innovative behavior: The moderating role of psychological empowerment. *Journal of Organizational Behavior*, 31(4), 609–623.
- Rasila, B. N., & Mudau, M. J. (2013). Citizen participation in local government: The importance of effective communication in rural development. *International Journal of Community Development*, 1(1), 12–18.
- Rumiati, S., Maftuf, B., Malihah, E., Kurniati, P., & Subkhan, M. (2021). Fostering Communication to Avoid Interpersonal Conflict The Foundation. *Jhss (Journal Of Humanities And Social Studies)*, 5(2), 167–172.
- Silva, P. A., Antunes, M. J., Tymoshchuk, O., Pedro, L., Almeida, M., & Ramos, F. (2020). Understanding the role of communication and mediation strategies in community-led territorial innovation: a systematic review. *Interaction Design and Architecture (s) Journal (IxD&A)*, 44, 7–28.
- Sun, P. Y. T., & Anderson, M. H. (2012). Civic capacity: Building on transformational leadership to explain successful integrative public leadership. *The Leadership Quarterly*, 23(3), 309–323. <https://doi.org/https://doi.org/10.1016/j.leaqua.2011.05.018>
- Torring, J. (2019). Collaborative innovation in the public sector: The argument. *Public Management Review*, 21(1), 1–11.
- Veli Korkmaz, A., van Engen, M. L., Knappert, L., & Schalk, R. (2022). About and beyond leading uniqueness and belongingness: A systematic review of inclusive leadership research. *Human Resource Management Review*, 100894. <https://doi.org/https://doi.org/10.1016/j.hrmr.2022.100894>