



The Leadership and Communication Style of the Government of Bojonegoro Regency during the 2018-2023 Period

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Abstrak: Setiap pemimpin mempunyai gaya komunikasi yang berbeda-beda dalam membangkitkan simpati masyarakat terhadap pemimpin agar tujuan pembangunan dapat tercapai secara maksimal. Pada Pilkada 2018, Dr. Hj. Anna Mu'awanah, M.H terpilih menjadi Bupati Kabupaten Bojonegoro. Sejak saat itu, pada periode 2018-2023 terjadi banyak perubahan dalam tata kelola dan pembangunan di Kabupaten Bojonegoro. Hal ini merujuk pada gaya komunikasi dalam kepemimpinan Bupati Dr. Hj. Anna Mu'awanah, M.H dengan masyarakat dan jajaran perangkat instansi pemerintahan yang mempengaruhi keberhasilan Bupati dalam mengembangkan daerahnya. Tujuan penelitian ini adalah untuk mengetahui gaya komunikasi kepemimpinan Dr. Hj. Anna Mu'awanah, M.H selaku Bupati Bojonegoro periode 2018 – 2023 dalam menyelenggarakan pemerintahan yang dipimpinnya dan untuk mengetahui tentang tata kelola pemerintahan yang telah dijalankan pada periode 2018-2023 di Kabupaten Bojonegoro. Jenis penelitian ini adalah metode kualitatif. Hasil penelitian menunjukkan bahwa Dr. Hj. Anna Mu'awanah, M.H selaku Bupati Bojonegoro dalam menjalankan aktivitasnya mengedepankan inovasi dan dominasi ambisi dalam melakukan pembangunan meski harus mengorbankan sejumlah hal. Namun, hal tersebut tepat sasaran dan diikuti oleh pihak lainnya dengan beberapa alasan bersama yaitu kemajuan Kabupaten Bojonegoro. Adapun yang dimaksudkan ialah proses pemberian perintah yang disertai dengan tujuan dan sasaran mengenai pekerjaan yang harus diselesaikan terhadap bawahannya. Dengan begitu gaya komunikasi Bupati Dr. Anna Mu'awanah yang memberi perintah dengan fokus pada tindakan yang nyata dan pemecahan masalah, menunjukkan arah komunikasi dan kepemimpinan Bupati Dr. Anna Mu'awanah dalam membangun Kabupaten Bojonegoro telah terlaksana dan sesuai dengan indikator gaya kepemimpinan menurut Stewart L. Tubbs dan Selvia Moss (1996). Walaupun masih terdapat beberapa kekurangan terkait proses komunikasi secara verbal kepada masyarakat.

Kata Kunci: Gaya Komunikasi; Kepemimpinan; Pemerintah Kabupaten Bojonegoro

Abstract: Each leader has a different communication style in arousing public sympathy for the leader to achieve development goals optimally. In the 2018 regional elections, Dr. Hj. Anna Mu'awanah, M.H., was elected as Regent of Bojonegoro Regency. Since then, during 2018-2023, there have been many changes in governance and development in Bojonegoro Regency. It refers to the communication style of Regent Dr. Hj. Anna Mu'awanah, M.H.'s leadership with the community and government agencies that influence the regent's success in developing his region. The purpose of this research is to determine Dr. Hj. Anna Mu'awanah, M.H as Regent of Bojonegoro for the 2018 - 2023 period in organizing the government she leads and to find out about the governance implemented in the 2018-2023 period in Bojonegoro Regency. This research is a qualitative method. The results indicated that Dr. Hj. Anna Mu'awanah, M.H., the Regent of Bojonegoro, prioritizes innovation and dominates ambition even though she has to sacrifice several matters to carry out her activities. However, this was right on target and was followed by other parties for several common reasons, namely the progress of Bojonegoro Regency. What is meant is giving orders accompanied by goals and objectives regarding the work that must be completed for subordinates. In this way, the regent's communication style, Dr. Anna Mu'awanah, who gave orders with a focus on real action and problem-solving, showed the direction of communication and leadership of the Regent, Dr. Anna Mu'awanah in developing Bojonegoro Regency has been implemented and is under the leadership style indicators according to Stewart L. Tubbs and Selvia Moss (1996). However, there are still several shortcomings in verbal communication to the public.

Keywords: Communication Style; Leadership; Bojonegoro Regency Government

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INTRODUCTION

Leadership must be possessed by every leader who is part of a social group (Tubbs & Moss, 1996). As for its implementation, a communication style is needed to achieve a correct and acceptable leadership pattern in a social group; this becomes a vital position in determining the organization's direction (Adair, 2008). Therefore, every leader has a fundamentally different communication style.

According to John C. Maxwell, quoted in Organizational Behavior (Wahjono, 2010), leadership is influence and the ability to gain followers in order to become someone whom other people with pleasure and trust follow. Communication style in leadership is a medium of interaction for an individual that can be used to approach other people and even influence them to follow him. Each leader has a different communication style in arousing sympathy from the community and the ranks of their organization's members. It also applies to the regent as a regional leader in the district who needs a communication style in leadership so that the goals of developing a region can be achieved optimally.

Bojonegoro Regency is an area that is part of East Java Province. In the last 15 years, Bojonegoro Regency has not become an area that takes into account the economic conditions and progress of the region. Bojonegoro Regency has no tourist/cultural attractions, low PAD, and an area with long distances that is isolated from other East Java Regencies/Cities. Economic, social, and cultural inequalities with neighboring districts such as Lamongan and Tuban even experience striking disparities, even the name Bojonegoro is less famous and seems to be drowned out by Tuban and Lamongan Regencies.

However, after experiencing the process of development, construction, and management of resources in Bojonegoro, which was started by Regent Suyoto and continued by his successor in the 2018-2023 period, namely Dr. Hj. Anna Mu'awanah, M.H experienced its peak in 2022, Bojonegoro Regency received the largest PAD realization award at the closing of the 2021 fiscal year by the Ministry of Home Affairs. Currently, through PAD, Bojonegoro Regency has high economic value and has become a district to be reckoned with taken into account.



Picture 1. Bojonegoro Regency Government Wins Largest PAD Award in 2021

Source: (East Java Communications and Information Service)

Seeing this, it is worth knowing how communication and leadership styles influence the progress of a region, especially in the 2018-2023 period, which experienced many significant changes in governance and development in Bojonegoro Regency. In this context, communication style is used by leaders in interacting with their members and carrying out their performance in realizing the interests and needs of the organization ([Richard West, 2009](#)). So, in government governance, the delivery of messages from the leader, namely the regent, requires a communication style that is right on target and persuasively messages delivered by the ranks of the agency whose performance results can be well received by the public. Leadership in the communication style uses two directions in communication. The leader conveys and receives suggestions and opinions from his members ([Andhika et al., 2018](#)). Two-way communication is an effective communication style in organizations in the modern era, where leaders can accept the suggestions and opinions of their members when making decisions ([Danugroho, 2022](#)).

Several effects need to be highlighted in the Bojonegoro Regency Government for the 2018-2023 period, including the role of women in holding the levers of leadership control. Often, the analysis of women in leadership is mainly related to their backgrounds and the various challenges they face, which give rise to vulnerable problems that have an impact on their communication style and leadership governance in the framework of the impact of groups such as Nadhlatul Ulama (NU), socio-cultural factors for example influence women's leadership ([Anshor, 2008](#)).

Male supremacy in politics is increasingly associated with a patriarchal society, especially in terms of creating rules and norms for the political game that marginalize women's interests. It is hoped that the presence of women in public office will encourage more qualitative reforms. In response to this qualitative shift, the National Democrat Institute (NDI) drew five conclusions based on empirical evidence in its article "Why Women in Politics": Women work across party lines; Women parliamentarians are very responsive to constituent problems; Women help ensure lasting peace; Women's participation boosts citizens' confidence in democracy; and Women prioritize education, health, and other social issues.

Considering that women's life experiences are different from men's, women's involvement in politics is expected to change traditional men's political practices to become more feminine ([Zega & Saraswati, 2014](#)). Women's leadership is expected to produce gender-responsive budgets and policies. Because of its emphasis on the economy, discussion of women's leadership in development is no exception. Development may marginalize women because of the domination mentality, which is then supported by public policy. Focus on development driven primarily by modernization through industrialization. Over time, this practice will have different impacts on various community organizations, including women's groups ([Danugroho, 2020](#)). The leadership of Dr. Hj. Anna Mu'awanah, M.H in Bojonegoro Regency for the 2018-2023 period has encouraged her role and included a program specifically aimed at women, namely Gender Mainstreaming (PUG).

Even so, the results of Dr. Hj. Anna Mu'awanah, M.H., since 2018, Gender Mainstreaming (PUG) has not yet fully developed. One example is the Maternal Mortality Rate (MMR), Infant Mortality Rate (IMR), and Under-five Mortality Rate (Akaba), which are still quite high. The task of every leader is to make decisions and continue to encourage employees to learn and improve themselves in their respective fields. Leaders who have developed their specifications are able to build teamwork, which, in the end, can work well, especially in providing services to the community (Brent & Lea, 2013). A leader is a person who continuously develops his knowledge and skills to do something so that the quality achieved increases in the future.

Regional autonomy requires leaders to play an optimal role in advancing and developing their region to achieve people's welfare. Regional governments need a leader to run their

government and build and develop their region. In this case, it is proven in the regional head elections, which refer to the constitution of the Republic of Indonesia. Politically and bureaucratically, the leader is the spearhead in carrying out the role of government with all forms of action and communication styles in running the government. Therefore, communication style in leadership is at the forefront of government governance. Moreover, taking into account the demographic conditions of around 1,356,507 people, the total population of Bojonegoro Regency. Geographically, the Bojonegoro Regency is drained by the longest river on the island of Java, namely the Bengawan Solo River, which is also the natural boundary between Central Java and East Java Provinces.

Limestone mountains geographically dominate the rest of Bojonegoro Regency. With these geographical conditions, Bojonegoro Regency's commodities include agricultural activities. In the rainy season, rice is planted, and in the dry season, agricultural activities usually produce tobacco, forest products, and mining. Ultimately, 20% of national oil reserves are in the district. The political landscape in communication and leadership styles is at least present and always communicates with all parties, both through formal and informal relationships. The success of a leader's duties depends greatly on his ability to create good communication with all parties.

Therefore, in this research, the author aims to determine the communication style of Dr. Hj. Anna Mu'awanah, M.H as Regent of Bojonegoro, for the 2018 – 2023 period in administering the government of Bojonegoro Regency, which she leads. Dr. Hj. Anna Mu'awanah, M.H, represents gender equality in the scope of government and shows the role of women in holding the levers of leadership control in the governance that she has carried out in the 2018-2023 period in Bojonegoro Regency.

RESEARCH METHODS

The author used qualitative descriptive research because it fit the nature and objectives of the research obtained and is not testing a hypothesis but trying to get an overview of the function of the Bojonegoro Regent's leadership communication style. According to Sugiyono (2016), the qualitative descriptive method is a research method based on the philosophy of postpositivism used to research natural object conditions (as opposed to experiments), where the researcher is the key instrument. The data was gathered through triangulation (combined), data analysis is inductive or qualitative, and the results of qualitative research emphasize meaning rather than generalization ([Miles & Huberman, 1992](#)). Qualitative descriptive research aims to describe, explain, and answer in more detail the problems to be studied by studying an individual, a group, or an event as much as possible. In qualitative research, humans are research instruments, and the writing results are in the form of words or statements that are in accordance with the actual situation. This research involved various stakeholders, such as government officials, community members, local figures, and other related parties who have experience and insight into Bojonegoro government leadership and communication. Data triangulation aims to increase validity by comparing results from various data sources. In addition, this research will utilize peer debriefing, namely involving colleagues to review research findings. Data collected will be managed carefully, and all information identified as sensitive will be kept confidential in accordance with research ethics. This research method will provide an in-depth understanding of the leadership and communication style of the Bojonegoro government during the 2018-2023 period and will help answer the research questions asked.

RESULTS AND DISCUSSIONS

New public policy-making methodologies have emerged in response to the growth of public policy research. A global movement to promote the use of an evidence-based approach to public policy-making started to take shape in the 1990s. This strategy highlights the significance of using data as a foundation for decisions when formulating public policy. Encouragement of logical, as opposed to irrational, public policy-making is its fundamental goal. This method breaks from the first, sometimes ideological and unreasonable critique of policy-making. This method offers problem-solving-focused public policy-making as an answer to this critique.

The problem is explained by policy evidence, along with alternative policies that might be implemented to address the issue. In the regions, it is believed that women's leadership would be able to bring about reforms in governance and development that are founded on pro-minority groups, notably women's groups themselves. Women's attributes like empathy, compassion, and maternal instincts are seen from an environmental perspective as being directly related to ecofeminism's attempts to preserve and protect the natural world. As one of the feminist substreams, ecofeminism recognizes the significance of women in protecting the environment, which takes the shape of a movement against corporate hegemony in the natural world that frequently disregards the interests of women ([Pratiwi, 2019](#)).

The demise of feminist themes is in the current democratic consolidation in a number of earlier works ([Nuryati, 2015](#)). The feminist agenda and women's involvement in electoral politics are not directly related. The politics of women's representation do not function in the context of women's organizations and parliaments. The political parties that, despite having affirmed the 30% quota policy in the AD/ART, do not adopt the ideology of gender mainstreaming in their programs or political party decisions are where the substantive weakness of women's political representation occurs. Parliamentary women also face intimidation and psychological violence when pursuing a feminist agenda.

In running the wheels of government, the Bojonegoro Regency has several leaders who have succeeded in making the Bojonegoro Regency a region that is considered economically, socially, culturally, and politically ([Sholikin, 2019](#)) during the 2008–2018 period when Regent Suyoto led Bojonegoro Regency with great achievements. With his creative and persistent style of communication and form of leadership, Regent Suyoto was able to make Bojonegoro Regency, which was previously known as a backward, poor, intolerant, or flood district in East Java Province, a district to be reckoned with. During the era of Regent Suyoto, Bojonegoro Regency received many awards ([Danugroho & Yusfira, 2023](#)).

Policies and programs from Regent Suyoto can boost the popularity of the Bojonegoro Regency. As for the real form of Regent Suyoto's achievements, some of them include increasing food production, reducing poverty in Bojonegoro, and so on ([Siddiqoh, 2015](#)). In the 2018 Pilkada, the Regent of Bojonegoro was Anna Muamanah, paired with Budi Irawanto. So, the leadership and communication styles used in running the wheels of government in Bojonegoro Regency are different. Regent Anna Mu'awannah has her way of taking the baton for leadership in Bojonegoro Regency ([Rifa'i & Mardiansjah, 2018](#)). The pattern of leadership and communication style in the effort to carry out the development of Bojonegoro Regency is considered to be quite passive and full of controversy. Regent Anna Muamanah's policies often reap controversy from the community, but the results of her leadership track record shows different results. Following are some controversial policies from Regent Anna Mu'awannah:

Table 1. Controversy Policy Regent Anna Muawanah

No.	Controversy Policy
1.	Demolition of the Jetak Roundabout Monument
2.	Demolition of the Mini Library in the Square
3.	Shifting the Oil and Gas CSR Program to Outside the Affected Villages
4.	Demolition of the Teacher Learning Center (PBG) Building
5.	Eviction of Stalls Along the National Road
6.	Development of National Roads with APBD
7.	Relocation of Bojonegoro City Market Traders
8.	Dismissal of the President Director of PT ADS
9.	ADD Disbursement Requirements Must Pay 100 Percent Tax
10.	Give Grants to Two Districts

Source: SuaraBanyuurip.com

These controversial policies show various reactions from the public regarding the leadership and communication style of the Bojonegoro Regent. However, on the other hand, an increase in achievements was also achieved by Bojonegoro Regency in the era of Regent Anna Mu'awannah, even making Bojonegoro Regency the regency with the highest regional original income in East Java and perched on the ranks of big cities such as Surabaya, Sidoarjo, and Gresik, which are industrial cities. Looking again at the leadership era of Regent Anna Muamanah, who was quite accomplished in leading Bojonegoro Regency, some of her achievements that have not even been 5 years as Bojonegoro Regent include increased infrastructure development, Bojonegoro's move towards a smart city increased PAD realization and other forms of programs.

Seeing the reality of the leadership process and communication style of the Bojonegoro Regent in each era, this refers to Dalton Mc Farland ([Sakti, 2017](#)), who defines leadership as a process in which the leader is described as giving orders or directions and directing or influencing the work of others in selecting and achieving set goals. Understanding leadership is the process of influencing the activities of organized groups to determine goals that can be achieved. One theory based on leadership style is Fiedler's contingency model theory ([Devito, 2011](#)).

Leadership style is the way leaders influence their subordinates, whether the leader is more on task (task-oriented) or more on interpersonal relationships (relationship-oriented). In this study, the communication style of the regent with the community influences his success in developing his area ([Griffin, 2006](#)). This study focuses more on the communication style of leaders, where the leader is the center of power and organizational dynamism. Leaders must always communicate with all parties, both through formal and informal relationships. The success of a leader's task is highly dependent on his ability to create the right communication with all parties ([Easton, 1956](#)).

Communication style is also a balance of formal and informal behavior in communicating relationships. Formal communication styles usually use more structured language and rarely use humor. In contrast, informal communication styles are more the opposite, namely using everyday language structures and making jokes and emotions more freely expressed ([Santoso & Gustomi, 2004](#)). This research looks at public opinion on the communication style of leaders, with researchers focusing on the direction of communication carried out by the Regent of Bojonegoro for the period 2018–2023.

The quality of the communication style used by the Regent of Bojonegoro resulted in various opinions. Leaders should be able to communicate well and clearly with anyone. Therefore, the Bojonegoro Regent Leadership Communication will be analyzed based on the way the communication is carried out in various directions ([Shiva & Mies, 2005](#)). Downward

communication is the process of communicating (sending and receiving information) to lower authorities, such as the community and Bojonegoro district government officials ([Kasali, 2016](#)). Upward communication is communication made to higher authorities, such as governors, presidents, and regional leaders. Horizontal communication is communication made to authorities of the same level or comparable level, such as district heads and mayors of other regions ([Esty & Rushing, 2007](#)).

One of Indonesia's top oil and gas-producing regions is Bojonegoro. Bojonegoro, however, remained the poorest district in East Java province from 2017 to 2020 despite a heavy budget burden from taxes on natural resources ([Sholikin, 2019](#)). Despite the fact that poverty would make women and children victims, it will also make it more difficult for women to move around and have their own space in daily life. As a result, women experience societal concerns such as sexual assault, high divorce rates, problems with their health, access to education, and early marriage.

At the federal level, the regent has the authority to choose the Head of Service. Women are comparatively accepted inside the district government system under Anna's leadership. What about Anna's management approach with the Bojonegoro populace? It is generally known that Regent Suyoto, the former district head, was lauded for his practice of information sharing over the two terms of his leadership, including the opening of two-way contact between citizens and the District Government. Anna's leadership style/pattern is more reserved than that of the outgoing former regent, Suyoto. While sharing information was advantageous under the reign of Regent Suyoto, Mrs. Anna no longer does so.

Transparency International Indonesia (TII) proposed to the Bojonegoro Regency Government to enforce Regent Regulation No. 1 of 2017 about Disclosure of Contract Documents in a news report published on February 15, 2020, by [suarabanyuurip.com](#) regarding an appraisal of Anna's leadership. These rules have really been in place for some time, but TII's implementation has suffered a setback since government transparency, contract transparency, and other rules are no longer apparent. The real source of women's political competition is their character ([Hulme, 2018](#)).

Unfortunately, women are not always able to see themselves as a mirror of their community's interests. Infrastructure and economic development policies can marginalize women's organizations more and more. Due to their continued entanglement in political party interests, women leaders now face a new challenge as a result of the option for women to enter politics. Unfortunately, Anna doesn't have much influence inside her political party either. Anna Muawanah appears to be stuck in this situation as a depiction of women leaders who lack effective substantive representation practices.

Meanwhile, diagonal communication is communication made with authorities who do not have a direct relationship or authority with the Bojonegoro Regent, such as other government agencies. The analysis process for each direction of communication will be analyzed regarding the ease of receiving information, choosing language that is easy to understand, using polite language, using clear intonation and clear pronunciation, using facial expressions that strengthen communication, communication that can attract attention, and the advantages and disadvantages of communication carried out by the Regent of Bojonegoro.

In addition, the style of communication will also be discussed. Leadership in running the government requires clear, concise communication that the community can accept. Leadership communication has a role in conveying the results of policies and all forms of development processes carried out by local governments. In this case, the community can provide an assessment of the bureaucratic agenda that will have an impact on the social ecosystem of society.

The results and discussion in this study explain Regent Annah Mu'awanah's

communication and leadership style by looking at indicators of leadership communication style. According to [Tubbs and Moss \(1996\)](#):

1) The controlling styles

This model of leadership communication style emphasizes control over the organization or company. Leaders with a controlling communication style will limit and tend to regulate the behavior, thoughts, and responses of their subordinates. Communication that is established in this communication style is one-way communication that comes from superiors to subordinates. The leader carries out this one-way communication to influence his subordinates to carry out tasks according to his orders. Regent Anna Mu'awannah is involved in the results and discussion of the leadership communication style of this model. Regent Anna Mu'awannah's policy is more directed at controlling her desires. Regent Anna Mu'awannah's leadership communication style tends to limit responses from her subordinates.

The communication that is established in this communication style is also in line with the one-way communication style carried out by the Regent Anna Mu'awannah; this can be seen from the discrepancy between the regent and the Deputy Regent of Bojonegoro in determining the priority scale of development in Bojonegoro Regency. This one-way communication carried out by Regent Anna Mu'awannah is a leadership communication style for influencing his subordinates to carry out tasks according to his orders. Therefore, the controlling style is a communication style that Regent Anna Mu'awannah is using.

2) The Qualitarian Styles

This type of leadership communication style emphasizes the aspect of similarity in communication. This type of leadership communication carries out the dissemination of information or ideas with a two-way flow, both from superiors to subordinates and vice versa. This type of leadership communication is carried out openly, which means that every member of the organization or company has the right to express opinions. The leader will provide space for his subordinates to provide opinions on organizational or company decision-making. Communication runs smoothly and without intimidation. In this style of leadership communication, leaders can establish good relationships so that openness arises between superiors and subordinates as well as between subordinates.

Leaders are able to build communication, both formal and non-formal, with members of the organization, which later opens opportunities for each member to exchange information and ideas. In the results and discussion of the leadership communication style of this model, Regent Anna Mu'awannah is also carrying out this aspect, but to a certain degree. Seeing the aspect of similarity is an opportunity to win the hearts of the people. This type of leadership communication can be used to spread information or ideas with a two-way flow, both from superiors to subordinates and vice versa. This type of leadership communication is carried out openly, and has the right to express opinions. Regent Anna Mu'awannah was able to build this communication model well; this can be seen from how she gave her government employees the freedom to develop innovations in every sector of every government agency.

3) The structural styles

In this leadership communication style, the leader provides information aimed at strengthening assignment orders, assignment schedules, and organizational or company structures. In this communication style, leaders try to influence subordinates by providing information regarding goals, work schedules, work rules, and work procedures within the organization or company. This type of leadership communication style will be effective and beneficial for the organization or company if it is carried out correctly. Communication experts named Stogdill and Coons explain that the initiator structure can be an effective leadership

style.

The initiators of this structure are those who are able to plan information or verbal messages that can establish organizational goals, organizational structures, job assignment descriptions, and other structural questions. In the results and discussion of this leadership communication style, Regent Anna Muawannah, during her leadership era, often gave organized instructions and provided various information aimed at establishing orders, scheduling orders, and implementing government programs. In this style of communication, Regent Anna Mu'awannah tries to apply the structural styles so that her goals and programs are effective and beneficial for the people of Bojonegoro.

4) The Dynamic Styles

This dynamic style of leadership communication means that the communicator will be more aggressive in conveying and capturing messages. In this style, both leaders and subordinates are very aware that their organizational or company environment is dynamic, so they focus on action. This type of leadership communication style aims to stimulate employees to work faster with better results. In a dynamic work environment, this leadership communication style is suitable for solving critical problems. This leadership communication style can work well if leaders and employees have sufficient ability to work together and solve critical problems in a dynamic environment.

The results and discussion of the communication style of leadership in this model lead to dynamic leadership, meaning that leaders can communicate aggressively in conveying and capturing messages. Regent Anna Mu'awannah's style can be seen from Anna Mu'awannah's leadership communication role, which developed the Bojonegoro Regency program, which aims to stimulate employees to work faster with better results for the community. Regent Anna Mu'awannah is in a dynamic working atmosphere, and this leadership communication style is suitable for solving critical problems. The Dynamic Styles leadership communication style has not been found straightforwardly in Regent Anna Mu'awannah's leadership.

5) The Relinquishing Styles

In this style of leadership communication, leaders are willing to accept suggestions or ideas from others. Leaders are willing to lower their will when giving orders and managing their employees. This type of leadership communication style can be effective if the leader works in an organization or company that contains people who are experienced, knowledgeable, and able to take responsibility for each job. In this last model, the results and discussion of leadership communication styles show that leaders are willing to accept suggestions or ideas. Leaders are willing to lower their will when giving orders and managing their employees. The relinquishment of the communication style of Regent Anna Mu'awannah's leadership has not happened and has not been carried out carefully. It should be a reference in managing the wheels of government in Bojonegoro Regency in order to provide effective and efficient leadership development.

CONCLUSION

Based on the results, the Regent of Bojonegoro, in her activities, emphasizes personal desires and ambitions, even though he has to sacrifice several things, such as the controlling style of communication, which emphasizes control over the organization or company and limits and tends to regulate the behavior, thoughts, and responses of its subordinates. The communication style of The Structuring Styles by the Regent of Bojonegoro can be seen in the process of giving orders with clear targets and objectives regarding the work to be completed for his subordinates, seen from the structural style of communication, which influences

subordinates by providing information related to objectives, work schedules, work rules, and work procedures within the organization or company. Meanwhile, the communication style of The Dynamic Styles by the Regent of Bojonegoro can be seen in giving orders that focus on real action and problem-solving. This finding suits the Dynamic Styles Communication Style Theory, which aims to stimulate employees to work faster with better results and focus on action. The direction of the communication of the regent's leadership in developing the region, especially Bojonegoro Regency, has been carried out according to the theory of the direction of communication.

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