

Gender Representation Within Communication among Officials at State Islamic University in Indonesia

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Elfi Yanti Ritonga^{1*}, Syafaruddin Ritonga²

¹Universitas Islam Negeri Sumatera Utara
Jl. William Iskandar Pasar V, Medan 20371 - Indonesia

²Universitas Medan Area
Jalan Kolam Nomor 1, Medan 20223 - Indonesia

*Corresponding author: elfiyantiritonga@uinsu.ac.id

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Abstract

This research aims to see gender representation within communication among officials in State Islamic University in Indonesia and how women occupying structural positions at State Islamic University in Indonesia are viewed. This is qualitative descriptive research carried out in UIN Sunan Ampel Surabaya, UIN Maulana Malik Ibrahim Malang, UIN Sultan Maulana Hasanuddin, and UIN Syarif Hidayatullah Jakarta. Data were obtained from observation and interviews. The theory used in this study follows Max Weber's bureaucratic theory regarding gender representation in organizational communication, namely the existence of authority, specialization and regulations in organizations (universities). This is in accordance with research findings that the bureaucracy of UIN Sunan Ampel Surabaya, UIN Maulana Malik Ibrahim Malang, UIN Sultan Maulana Hasanuddin and UIN Syarif Hidayatullah Jakarta in accordance with Max Weber's theory has fulfilled the characteristics of bureaucracy, namely having authority or power, specialization in the division of work (fields) without distinguishing between men and women, and there are regulations that all university personnel must obey. The most important results of this study include are: (1) there is representation of women occupying structural positions in higher education, (2) women have the right to occupy structural positions in higher education based on their ability; (3) there is no differentiation in communication between men and women who hold positions in universities; (4) communication among officials in universities prioritizes integrity, friendship, kinship, responsibility and professionalism without discriminating gender and positions (members or leaders).

Keywords: Communication; Gender Representation; Officials; State Islamic University; Strategic Positions; Right To Occupy

Introduction

Gender representation in organizations, including universities, is little represented by women in strategic positions and is not comparable to men. Gender inequality seen from the contribution of women in strategic positions in higher education can be influenced

by the existence of communication processes in society related to various parts and layers of culture and several social processes that exist in that society, as well as images of life that can influence society both individually, in groups, or the wider community, which also has an impact on the underrepresentation of women in

higher education. In reality, there is very little involvement of women in decision making in higher education.

Gender representation is impossible without recognizing local women's problems and more importantly, listening to women's voices so that there are no longer any differences between men and women in strategic positions because what is seen is the ability, potential and functionality of the individual himself as well as the criteria and qualifications in occupy strategic positions in higher education.

Nowadays there have been many updates regarding the things mentioned above, women have started to have roles in leadership, especially in state Islamic religious universities, for example UIN Sunan Ampel Surabaya has eight women who serve as Deputy Dean II, where this position takes care of general administration, planning, and finance. Apart from that, UIN Maulana Malik Ibrahim has Deputy Rectors I and II who are women.

Gender is a social science and humanities study that does not see the identity of men and women based on gender biologically but based on their roles. The roles of men and women are seen from the concept of what men can do and what women can do in society. The roles of men and women are built by social and cultural perceptions in society (Keplinger, Kowal & Mäkiö, 2016).

In Indonesia generally, men's representation is still dominant in employment, education, and government. Equality of men and women is guaranteed in the 1945 Constitution, article 27, paragraph 1 as follows "All citizens have the same position in the law and government, and they are obliged to uphold the law". One way to achieve gender equality in the Indonesian government is to involve women in decision-making institutions, both in the executive, legislative, and judicial branches, including in universities. Women can play an active role in decision-making institutions. The position and role of women in government are still weaker than that of men, which can be seen from the number of women in government who are currently not represented and reflected proportionally and significantly in government agencies and policymaking. Adequate representation of women can at least provide, complement, and balance government, which is gender equitable, and does not discriminate against one gender (Saraswati, 2016). The

gender equality paradox is the fact that gender segregation based on the type of work is more common in more egalitarian and developed countries. Some experts explain this paradox by the existence of deep-rooted and intrinsic differences in gender preferences, which are more easily manifested in countries where economic constraints are more limited (Breda, Jouini, Napp & Thebault, 2020).

Indonesia is one of the countries with the largest Muslim population in the world. Indonesia also joined to follow up on gender equality and women's empowerment (Soleman, & Elindawati, 2019). Gender inequality is a problem in the social life of people throughout the world. Women are always positioned in a condition of subordination because of the identity and historicity of human civilization which always places women second (Indriyani, Hikmawan, & Utami, 2021). Women's leadership in Indonesia still faces many obstacles. Until now, the differences in position between women and men are still very clearly visible, both in government institutions and private institutions, especially in terms of women's leadership which is still far below that of men (Ernardi, Nirzalin, & Fauzi, 2023).

If studies of nationalism show indifference to gender as a category of analysis, then feminist studies are also guilty of ignoring the study of nations and nationalism. This is especially true of certain currents in feminist scholarship that were shaped by assumptions about the naturalness of the nation for women in North America and Northwestern Europe (Sinha, 2020). Arfiandhani (2019) who researched middle school-level EFL textbooks reported a gender bias that men were depicted as more authoritative and had more important roles than women.

Gender inequality viewed from the contribution of women in strategic positions in higher education can be influenced by the existence of communication processes in society connected to various parts and layers of culture and several social processes that exist in that society, as well as images of life that can influence society both individually, in groups, or the wider community.

Communication is also very important because good relationships can be formed within organizations and institutions including universities, so communication among officials, both male and female, must be good, especially in leading their members. In an

institution or organization, it is very important to develop good communication and it should be persuasive. All regulations and all activities must be communicated well from the leaders to the members so that the vision, mission, and goals are achieved well (Latar, 2020) in higher education, officials communicate from the rector, dean, deputy dean, study program to staff and even students. must be well established to achieve the objectives of State Islamic University in Indonesia.

A leader or official must be able to communicate well with subordinates because officials who are representatives to convey information to members in making decisions must be wise and officials are spokespersons who play a major role in an institution, so communication must be wise, reaching members, persuasive and directs its members so that they are leaders and carry out their duties according to the main duties and functions of each member (Marzuki, 2003). Including in tertiary institutions, leaders who have authority, both men and women, must be able to direct and communicate well and persuasively so that the vision, mission, and goals of the tertiary institution are achieved well. There is a positive and significant influence of motivation, interpersonal communication, and organizational commitment, individually and simultaneously on performance. Based on the results, it is recommended that higher education leaders continue to improve the performance of structural and academic staff by increasing their work motivation, interpersonal communication, and commitment to the institution (Ismuhadjar, 2006).

Communication plays a very important role in achieving an institution's goals because it connects information from one person to another or group to another group. Communication style in higher education is very important so that there is no miscommunication between leaders and members, from one person to another (Rachman, Yuniarsih, & Sojanah, 2022). The importance of communication in State Islamic University in Indonesia without differentiating between men and women, in an institution, including how officials and members communicate, really determines the success of a higher education institution. Therefore, researchers are interested in examining gender representation in the communication of

Indonesian officials at the State Islamic University.

Women's leadership in higher education has been widely discussed by academics. Questions related to the low representation of women in key leadership positions have led to more research on similar themes, especially regarding inhibiting factors, challenges and structures and agencies that surround women (Soleman & Elindawati, 2019). Leadership factors are one of the main keys to achieving success in a university, in addition to programs, availability of resources, academic culture, and other factors (Muhammad & Hidayatul, 2023).

This research aims to see how gender is represented in official communication at State Islamic University in Indonesia and see the extent of the contribution of women in strategic positions and official communication in higher education whether there are differences between women and men. It is important to see the low representation of women in strategic positions and the communication between officials in higher education needs to be examined as to the causes, whether women are allowed and given the right to serve in strategic positions and whether women represent 30% of strategic positions in accordance with the law and whether women themselves who do not want to serve and do not have the ability to lead, therefore researchers are very interested in examining gender representation in official communication at State Islamic University in Indonesia

Material and Methodology

This study was carried out based on qualitative methods with descriptive research type which aims to describe gender representation in official communication and how women are viewed in occupying structural positions at State Islamic University in Indonesia. The research settings are UIN Sunan Ampel Surabaya, UIN Maulana Malik Ibrahim Malang, UIN Sultan Maulana Hasanuddin and UIN Syarif Hidayatullah Jakarta.

The criteria for informants are officials who have authority and structural positions and women who have structural positions at State Islamic University in Indonesia. The informants in this research were the Dean of the Faculty of Psychology and Deputy Dean III of the Faculty of Psychology, UIN Sunan Ampel Surabaya, Head of the Women's Division and Head of General Affairs of UIN Maulana Malik

Ibrahim Malang, Head of Personnel Division of UIN Sultan Maulana Hasanuddin, Deputy Rector and lecturer at UIN Syarif Hidayatullah Jakarta. The data sources in this research are primary data obtained through direct interviews from research informants who are able to provide information according to certain criteria in this research and secondary data obtained from indirect sources such as journals, documentation data and books that are relevant to the research. The data collection techniques used were observation and interviews.

The data analysis technique in this research is to collect data starting before the research is carried out, during the research and even after the research takes place, data reduction, namely combining and summarizing the results of discussions in the form of a report, displaying the data, making conclusions and verifying the data. The data validity technique is carried out by triangulating data, namely by collecting and combining various data starting from journals, books, articles, observations and interviews at UIN Sunan Ampel Surabaya, UIN Maulana Malik Ibrahim Malang, UIN Sultan Maulana Hasanuddin and UIN Syarif Hidayatullah Jakarta. Then data was checked from various sources related to this research.

This study follows a qualitative approach with descriptive study which aims to describe gender representation in official communication and how women are viewed in occupying structural positions at State Islamic University in Indonesia. The techniques for collecting data in this research are observation and interviews. The respondents who are the data sources in this research are officials who have authority and structural positions in universities and women who have structural positions. The technique for validating research data is by extending the researcher's time in the field, increasing diligent observation while in the field, triangulation, and collecting everything related to the research including related studies. The research analysis technique follows Miles and Huberman analysis technique

Result and Discussion

Based on the results of research conducted on respondents and informants, there is no difference between men and women in leading in higher education. Women have the right and are allowed to lead because what is seen is based on a person's ability or potential

to lead without exception. There are no regulations regarding gender differences in the placement of strategic officials in the State Islamic University in Indonesia environment. As long as they have competence and excellence, the individual has the opportunity to occupy the strategic position of their choice. The quota for the formation of women in the leadership structure is never covered and is expected to be fulfilled, which is why open elections are held. There are no gender requirements, it is just necessary to take into consideration the selection of appropriate teamwork and frequency because it is highly expected that elected officials can carry out good cooperation with the highest leadership to achieve the targets that have been set, therefore a sense of professionalism and professionalism is highly expected.

At State Islamic University in Indonesia, through interviews and observations, women and men are not differentiated in their positions because it can be proven by the representation of women at State Islamic University in Indonesia starting from UIN Sunan Ampel Surabaya, UIN Maulana Malik Ibrahim Malang, UIN Sultan Maulana Hasanuddin and UIN Syarif Hidayatullah Jakarta, even the deputy dean II is almost entirely held by women in the fields of administration and finance. Based on the results of the interview, it can be seen that women can carry out their main duties based on the position they hold, and the facilities provided to women in positions such as lactation room, pantry, and child care facility.

Communication in leadership is well established within the institution, and it can be seen from the good communication among officials, rectors, deans, lecturers, and staff at State Islamic University in Indonesia. Communication is also well-established between leaders, both male and female and other personnel in the university environment. For example, Deputy Dean II in the field of finance and administration are mostly women, and communication between men is not differentiated. Communication among officials in higher education prioritizes integrity, friendship, kinship, responsibility, and professionalism without distinguishing between men and women, leaders and members. Communication of gender representation can be seen from regulations issued by authorized officials based on needs.

The purpose of communication in an institution or organization is to achieve the targets and goals of the organization itself. Communication also has strategies and techniques so that it is easily conveyed to members or other people. Communication is useful for conveying messages or information to the university community, so effective communication does not distinguish between women and men (Marzuki, 2023). To achieve the objectives, the implementation strategy includes several stages, Fred R David formulated a strategy stage in three stages, which is related to the stages of public communication strategy, this theory can be used because in this research it is related to institutional institutions, and this theory is appropriate to use in institutional strategy and takes elements of communication in this theory, the stages are formulating a strategy, implementing the strategy, and evaluating the strategy (David, 2022).

Communication in position is important because it is a process of interaction between leaders and subordinates, leaders must be able to direct their members and classify the talents and abilities of each member (Farid et al, 2015). In the process of improving human resources, communication also plays a very important role, because an institution experiences a transformation process or follows the times according to its development (Permanasari & Perdhana, 2017). For the position repositioning process to be successful, it must use wise, good, and appropriate communication so that there are no misunderstandings and can be well-received communication is prepared based on good communication ethics so that it can be well received by members based on the leader's decision and there are no differences between members or discrimination. in an organization (Nurhadi & Kurniawan, 2017).

Robbins and Judge (2013) explain that communication has a function in an organization or institution, namely in the form of control, motivation in an organization, emotional expression, and information in an organization. The results of interviews at State Islamic University in Indonesia also reveal communication as control, motivation in the organization, expression of emotions, and information in higher education, especially communication between officials and members, including communication from the

rector to the dean, dean to deputy dean, and study program to university staff.

The bureaucracy and communication of officials at UIN Sunan Ampel Surabaya, UIN Maulana Malik Ibrahim Malang, UIN Sultan Maulana Hasanuddin and UIN Syarif Hidayatullah Jakarta has no differences between men and women, is not authoritarian, and there is no nepotism. In accordance with Max Weber's theory of organizational bureaucracy, there is no nepotism for both men and women, but rather based on the abilities and potential of the individual himself. In serving, he always avoids corruption/misappropriation of state funds and there is no nepotism or differences in recruitment and placement in strategic positions for both men and women, and what is seen is potential. This is in line with Max Weber's theory of bureaucracy to avoid corruption. Weber explains that the existence of bureaucracy actually aims to find ways of behaving that avoid the practices of corruption, injustice and nepotism that characterize most organizations (Morissan, 2009).

The results of the interviews show that the bureaucracy of UIN Sunan Ampel Surabaya, UIN Maulana Malik Ibrahim Malang, UIN Sultan Maulana Hasanuddin and UIN Syarif Hidayatullah Jakarta in accordance with Max Weber's theory has fulfilled the bureaucratic characteristics that organizations (universities) must have to create a rational bureaucracy, namely: *first*, authority or authority, the authorities of UIN Sunan Ampel Surabaya, UIN Maulana Malik Ibrahim Malang, UIN Sultan Maulana Hasanuddin and UIN Syarif Hidayatullah Jakarta have fulfilled the authority aspect and have been given formal and legal permission by the government, ministries and universities.

Second, specialization in the division of work in higher education. This is in accordance with the results of research based on interviews at UIN Sunan Ampel Surabaya, UIN Maulana Malik Ibrahim Malang, UIN Sultan Maulana Hasanuddin and UIN Syarif Hidayatullah Jakarta, explaining that there is a division of work according to their respective fields, and each university personnel knows their respective jobs. each and there are clear rules or procedures in higher education where there is a Rector as the highest leader, vice Rector, dean, deputy dean, head of study program, head of subdivision, academics, lecturers and other staff to realize the goals of higher education.

Third, regulations, in universities there are rules that all university personnel must obey. The rules made by the Rector, the rules in recruiting strategic positions are no nepotism and differences between men and women, recruitment is seen from the qualifications, criteria, abilities of the individual as well as rules in communication

UIN Sunan Ampel Surabaya

Gender representation in determining positions at State Islamic Universities in Indonesia has been realized because there are women who serve in certain positions according to their qualifications. From the explanation of the deputy dean of the psychology faculty at UIN Sunan Ampel Surabaya, it can be seen that women elected as a leader are not surprising in UIN Sunan Ampel Surabaya because even the vice-rector is a woman, so the positions of dean and deputy dean are very likely to be held by women too. The opinion of the deputy dean of the psychology faculty at UIN Sunan Ampel Surabaya was also supported by the dean of the psychology faculty at UIN Sunan Ampel Surabaya who mentioned that it is not taboo for women to become leaders.

This is because, in the world of organizations and work, there are no different roles for men and women as long as their duties, functions, and obligations as leaders are carried out well. In addition, the existence of female leaders is not related to gender, but rather to how the individual functions in accepting, carrying out, and being responsible for the mandate. Layli & Nurul explained that gender representation discusses social problems for both men and women equally and equally without any differences or discrimination in them.

In the leadership structure of UIN Sunan Ampel Surabaya many women serve as leaders, the rector as the highest leader at UIN Sunan Ampel Surabaya also does not have a problem with the gender of the people he collaborates with in advancing the university he leads, as long as that person can carry out their duties, and responsible for his position. This happens because the appointment of strategic officials within UIN Sunan Ampel Surabaya is carried out based on applicable regulations. However, apart from the function as a leader and the qualification requirements that are met, the deputy dean I of the psychology faculty at UIN

Sunan Ampel Surabaya said that women and men have innate basic characteristics according to their gender. He appreciates the leadership at UIN Sunan Ampel Surabaya, however, the female deputy dean II at UIN Sunan Ampel Surabaya causes anxiety, because it is feared that the deputy dean II who has the basic task of making decisions in financial matters may not be optimal because as women have basic characteristics that cannot be avoided. For example, women are full of compassion, and as a decision maker in financial matters, a deputy dean II must be able to balance all considerations quickly, precisely and rationally, for other basic duties as a financial manager, perhaps it is very appropriate to appoint a woman in this matter because that women are attached to being painstaking and neat.

This is a personal concern for the deputy dean I of the psychology faculty at UIN Sunan Ampel Surabaya, because of all the faculties at the university currently nine faculties are serving as deputy dean II, all of whom are women except for the science and engineering faculty at UIN Sunan Ampel Surabaya.

This selection will be carried out using a file selection procedure and then an interview, but whether they are accepted or not and where they are placed is still up to the rector's program. In carrying out this selection process, a committee will be formed, this committee will be tasked with administrative selection, scheduling interviews, and providing facilities and infrastructure related to the activities of carrying out this selection, starting from the announcement of the opening of the selection process to the final announcement of the graduation of the candidates who take part in the selection process to occupy a strategic position. However, the committee does not have the right or authority to decide who will graduate and where the candidate is placed, this is the full right of the rector.

There are no regulations regarding gender differences in the appointment of strategic officials within UIN Sunan Ampel Surabaya. As long as they have competence and excellence, the individual has the opportunity to occupy the strategic position of their choice, the quota for the formation of women in the leadership structure is never covered and is expected to be fulfilled. Therefore in the implementation of open elections, there are no gender requirements, it is just necessary to take

into consideration the selection of appropriate teamwork and frequency because it is highly expected that elected officials can carry out good cooperation with the highest leadership to achieve the targets that have been set. Therefore this is highly expected a great sense of professionalism and responsibility in a structured organizational leadership structure.

In leadership, good communication is very important in an institution, including a university. Communication among officials at UIN Sunan Ampel Surabaya is well established, starting from the highest positions, namely the rector, dean, deputy dean, head of the study program, lecturers, and other staff. Communication can also be seen from the regulations that have been prepared by authorized officials and obeyed by all personnel at UIN Sunan Ampel Surabaya. In line with that, Khoirul Muslimin & Maswan (2017) explains that communication is an interaction that involves two or more people in the process.

It can be said to be communication if there is something that can be shown or reciprocated. Information has become a necessity for human life in the era of digitalization which has made the spread of information so fast that quite a bit of information obtained is not correct information. This need will be fulfilled if the information reciprocity (Communication) process runs as it should. Humans will stop doing something if they are satisfied with doing it or feel fulfilled without fulfilling their needs

UIN Maulana Malik Ibrahim Malang

The head of the general section of UIN Maulana Malik Ibrahim Malang said the representation of women in the strategic position structure within UIN Maulana Malik Ibrahim is because of the appointment of strategic officials within UIN Maulana Malik Ibrahim which is also carried out based on the regulations that apply in the university. He acknowledged that the regulations regarding the 30% representation of women in the organizational structure have also been met, and currently women's representation exceeds 30%. As long as individuals can meet the qualification requirements for a position, it does not stop the possibility that individuals to become a leader. In this regard, there is no relationship between men and women, which means that gender does not determine whether a person can become a leader because as long

as the individual can act professionally and responsibly, that individual can be appointed as a leader. The head of the general section of UIN, Maulana Malik Ibrahim, said firmly that selecting and appointing someone to occupy a strategic position at the university places great importance on individual competence.

Nurbaeti (2019) also explained that the country will not progress and develop if women are always looked down upon and are not given the right to show their abilities and potential. Men and women have the same rights to hold a position in the office or to become leaders if they have the qualities, qualifications, potential, and abilities. Therefore, women are only allowed to lead when they are capable and they can lead according to their field of study.

Deputy Rector I and II of UIN Maulana Malik Ibrahim are women, and several women also have strategic positions, including the dean of the Faculty of Medicine and Health Sciences with deputy deans I and III also being women, apart from that several other women hold positions as deputy deans I, II, and III. In the Faculty of Economics and the Faculty of Humanities, women serve as deputy deans II and III, while in the Faculty of Psychology, deputy dean III is a woman.

UIN Maulana Malik Ibrahim Malang, just as gender has no rights in determining strategic positions, ethnicity, and others also have no influence in determining office holders, but the head of the general section of UIN Maulana Malik Ibrahim Malang admits that there is organizational influence in determining strategic officials, but Regardless of the influence of the organization in determining strategic positions, the competency of the individuals nominating themselves as candidates remains the main consideration. In this selection process, several people will be assigned to the committee to be able to organize the selection process following applicable regulations. With so many women occupying strategic positions and being responsible for their workload, the university has issued a policy in terms of providing facilities so that women who occupy strategic positions can balance their roles as leaders and their roles as wives and mothers for their children, so a lactation room is provided in every faculty and daycare center. It is hoped that this can be a support for female officials. It is believed that with the large number of strategic positions occupied by women, the provision of facilities

related to women will also be fulfilled, to support their performance.

Based on the results of the interview, the communication between leaders and subordinates or staff is good, starting from the rector, dean, deputy dean, study program, and staff, to communication with students. In communication, officials have work targets to be implemented, so everything will be carefully prepared. Every job is evaluated and there is follow-up. Communication between officials is good and there are no differences between men and women. Public communication is the process of efforts by the government or public institutions to convey information and policies that have been produced to the public

UIN Sultan Maulana Hasanuddin Banten

The head of the civil service section at UIN Sultan Maulana Hasanuddin Banten revealed that gender representation in this case related to women's representation within the UIN Sultan Maulana Hasanuddin environment is welcomed and implemented. However, several obstacles came from the candidates, in this case, several times there were female candidates who withdrew from the election and the reason why the female candidate withdrew was never officially conveyed by the head of the civil service department, who thought that this was their right. Each candidate's personality cannot be interfered with by the committee or the rector, because the election is carried out openly, which means that everyone who meets the requirements and qualifications for the strategic position can register, there are no restrictions on anyone due to gender.

The selection process at UIN Sultan Maulana Hasanuddin Banten is carried out based on applicable laws and regulations, the rector is elected, and then the vice-rector, dean, and deputy dean are selected, where the right to make the final decision remains in the hands of the rector, with all considerations as follows. The highest leadership, regarding the recommendations from several figures, is true, but this is only a consideration, not a determinant that can be used as a reference for the final decision because the main factor determining whether someone can be elected to a strategic position is the individual's competence.

Communication among officials at UIN Sultan Maulana Hasanuddin Banten is well established and running smoothly and there is

no difference in communication between male and female officials. Communication is also established starting from the highest leadership, namely the rector, dean, deputy dean, study program, and even staff. Communication in this case can be in the form of regulations in the form of written or verbal communication when interacting daily in implementing work programs to achieve shared goals, vision, and mission, so work motivation is present. The characteristics of an organization are the existence of superiors and subordinates, cooperation, goals, objectives, and rules.

The results of the interviews show that in universities there are rectors, deans, deputy deans, and heads of study programs who are leaders and there are lecturers who teach according to their fields. There are rules and cooperation from the university community so that the goals, vision, and mission are achieved. In line with the communication from officials at UIN Sultan Maulana Hasanuddin Banten, there are goals to be achieved starting from regulations made by officials to be obeyed together, division of work made by the rector, dean, deputy dean, study program and staff to advance the university.

Communication includes actions, interactions, and information and involves people in an organization (Harahap, Nurbani, & Kurniawati, 2022). This is in line with communication at UIN Sultan Maulana Hasanuddin Banten that there are activities carried out so that in higher education it consists of actions, interactions, and transactions involving the rector, dean, deputy dean, study program, staff, and students. Communication between officials is well maintained without distinguishing between men and women and does not differentiate between members, but what is seen is based on a person's competency and ability in serving or leading, and placing someone according to their qualifications and field

UIN Syarif Hidayatullah Jakarta

UIN Syarif Hidayatullah Jakarta is not much different from previous universities. According to the Head of the Research Institute, gender representation of women at UIN Syarif Hidayatullah Jakarta is visible. A woman has served as a rector at UIN Syarif Hidayatullah Jakarta in that rector is the highest leader in the university environment. How gender is represented at UIN Syarif

Hidayatullah Jakarta does not encounter any obstacles, and someone appointed as a leader is not related to their gender, but this is because of the individual's ability as an academic who can lead.

Related to whether or not there is a representation of women in the organizational structure at UIN Syarif Hidayatullah Jakarta, this is all about how candidates compete and get the position they want. Individual competence determines whether the candidate can occupy the strategic position one is applying for. If the candidate is competent and can meet the qualification requirements for the position, then the candidate will be selected to occupy the position applied for. This is never linked to the gender of the prospective candidates who take part in the selection process held by the highest leadership of UIN Syarif Hidayatullah Jakarta.

Regarding the leadership of a woman or a man, one of the lecturers at UIN Syarif Hidayatullah Jakarta mentioned that every leadership has its advantages and disadvantages as every human being has his uniqueness and ways. Regarding differences in leadership, it is not only due to differences in gender because the same gender also has differences regarding their personalities to behave and solve the problems they face, each individual has their approach.

UIN Syarif Hidayatullah Jakarta has five women who serve as faculty leaders or deans, namely the Tarbiyah and Teacher Training Faculty, the Dirasat Islamiyah Faculty, Psychology, Health Sciences, and Social and Political Sciences, and nineteen women who serve as deputy deans I, II, and III. Specifically in the psychology and health sciences faculties, the faculties are led by women because the deans and deputy deans I, II, and III are women. Based on this, it can be seen that the selection for strategic positions is based on applicable laws and is not influenced by gender, everyone who has the qualifications can take part in the election. With this policy, it is hoped that it can minimize discrimination, so public policy regarding openness in position placement is a good policy to implement.

Communication between officials at UIN Syarif Hidayatullah Jakarta has also been well established and runs smoothly and there is no difference in communication between male and female officials. Communication is also established starting from the highest leadership,

namely the rector, dean, deputy dean, study program, and even staff.

Communication in this case can take the form of regulations in the form of written or verbal communication when communicating in implementing work programs to achieve the goals, vision, and mission of higher education. Leaders do not differentiate between men and women, but leaders are chosen based on the individual's abilities. Ramadhani (2019) explains that managing good communication can run an organization because organizations have leaders who can direct members and must have wise communication without discrimination and differences, cooperation, service, and making decisions through deliberation with members.

Communication is carried out in meetings, the leader asks the members' problems one by one. Communication is well established from both male and female officials and there is no difference, communication with members such as department heads and other lecturers is well established in the university. Whatever problems occur in higher education, they are immediately communicated with and discussed to find a solution. Communication at UIN Syarif Hidayatullah Jakarta can also be seen from the regulations that have been made by officials who have the authority to comply with them, starting from appointing officials, and recruiting employees to existing regulations at the university

Conclusions

The results of this research show that: (1) there is representation of women in occupying structural positions in State Islamic Universities; (2) Women have the same rights in occupying structural positions in higher education based on ability and there are no differences between men and women; (3) Women can carry out their duties well based on the position they hold; (4) there are facilities provided for women in office such as lactation rooms, pantry, and child care facilities; (5) good communication is established between male and female leaders, and other personnel in the tertiary environment; (6) the existence of certain positions such as Deputy Dean II who prepares plans and work programs for faculty in the field of administration and finance are held by almost women in tertiary institutions; (7) communication is not differentiated between male and female officials who hold positions in

higher education so that structural positions can be carried out well, (8) communication between officials in higher education prioritizes integrity, friendship, kinship, responsibility and professionalism without differentiating between men and women, leaders and members, (9) communication of gender representation can be seen from regulations issued by authorized officials based on needs. The representation of women in office has almost reached 30% in higher education because men and women have equal rights and there are no differences in communication between male and female officials, leaders, and members so communication at the State Islamic University in Indonesia environment runs well

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