

## Female leadership in organisational communication perspective: A systematic literature review

Umar

*Universitas Airlangga*

Dharmawangsa Dalam, Surabaya, Indonesia

Email: umar.syaroni38@gmail.com, Phone +6231 5034015

**How to Cite This Article:** Umar, U. (2021). Female leadership in organisational communication perspective: A systematic literature review. *Jurnal Studi Komunikasi*, 5(2). doi: 10.25139/jsk.v5i2.3508

Received: 27-01-2021,  
Revision: 03-03-2021,  
Acceptance: 17-03-2021,  
Published online: 01-07-2021

---

**Abstract** This systematic literature review aimed to analyse the studies on organisational communication, especially female leadership. The data collection was conducted on Google Scholar, Researchgate, and other reputable journals using the following keywords: "female leadership in organisational communication," "women, leadership and organisation," and "organisation, leadership and gender." From these searches, fifty articles were investigated for the role of female leadership in organisational communication perspective. The result indicates that women can carry out their role as leaders in line with the organisational transformations. As leaders, women must be able to become the main communicator in the organisation. The results also reveal that from the perspective of organisational communication, many female leaders use democratic leadership styles. In terms of Role Theory, we found that female leaders can carry out their roles well, thus positively impacting the organisation.

**Keywords:** systematic literature review; female leadership; organisational communication

### INTRODUCTION

Communication is a crucial aspect of human life, especially in an organisation (Ramadanty & Martinus, 2016; Sadia, Salleh, Kadir, & Sanif, 2016). Organisational communication is creating and exchanging messages in a network of interdependent relationships to cope with an uncertain or changing environment (Muhammad, 2014). Furthermore, the success of an organisation depends on the communication process between individuals where communication will produce influences to

support the performance of employees (Duan, Li, Xu, & Wu, 2017; Hao & Yazdanifard, 2015).

A leader has an important role in the advancement of the organisation. Leaders hold power to make decisions, make basic plans and determine organisational goals (Hao & Yazdanifard, 2015; Solomon & Steyn, 2017; Tourish, 2014). Leadership is also defined as the art of motivating and influencing a group of people to achieve common goals (Wukir, 2013). To achieve the organisational goals, a leader must engage its organisational members (Solomon & Steyn, 2017; Chen and Hou, 2016) and manage their good relationships (Lee and Kim, 2020). In achieving organisational goals, a leader must play the role of leadership and communication effectively and adequately so that the leader is expected to be able to mobilise employees through a focused approach and coaching according to the desires and abilities of employees. In addition, a leader must be able to conduct a positive organisational communication environment that can boost employees' morale in individual or collaborative working settings (Brown, 2020; Lee & Chon, 2020; Tourish, 2014; Hao & Yazdanifard, 2015).

Even though we have entered the modern era, male dominance in organisational leadership is still prominent (Aydin, 2015; Carnes et al., 2015). Indeed, many still relate leadership abilities with the inherent biological as an individual based on gender differences. Because of that, gender inequality often arises and places women in unfavourable conditions (Gedro, Allain, De-Souza, Dodson, & Mawn, 2020; Placea & Vardeman-Winter, 2017; Lensufiie, 2010). This is because women as leaders tend to be oriented towards rational relationships to maximise the organisation's human resources (Clohisy, Yaszemski, & Lipman, 2017; Lensufiie, 2010).

Regarding gender differentiation, Judith Butler proposed that gender is performative; thus, gender identity is unstable. This notion constructs that gender identity cannot exist prior to gendered acts because both exist at the same time. The existing gender concept in society is socially constructed. Therefore, it is commonly accepted. As gender is performative, there is no stable gender identity (Ton, 2018; Butler, 1988). Similarly, gender-based concepts on leadership are socially constructed (Carnes et al., 2015; Handriana, 2011; Hwang, 2014; Romadona & Setiawan, 2020) and determine the society's view on female leadership, in which today the discrimination has faded (Clohisy, Yaszemski, & Lipman, 2017; Guillet, Pavesi, Hsu, & Weber, 2019; Handriana, 2011; Tourish, 2014).

Concerning issues of gender and leadership, some researchers suggest two conclusions. First, ignoring the differences between men and women tends to equate between the two (Rincón, González, & Barrero, 2017; Voicilă, Ghinea, & Filculescu, 2018). Second, the difference between women and men is that women have a more democratic leadership style, while men are more towards a directive leadership style (Gedro, Allain, De-Souza, Dodson, & Mawn, 2020;

Rincón, González, & Barrero, 2017; Vinnicombe, Burke, Blake-Beard, & Moore, 2013; Robbins, 1998).

Therefore, a theoretical perspective is needed to discuss the role of female leadership. One of the well-known leadership theories is Role Theory, a derivative of the Leadership Behavior Theory. This theory does not focus on the leader but on what the leader can do. People considered defining roles for themselves and others based on learning outcomes and reading their social environment. In building relations, people will form expectations about what role they and others will play in carrying out activities in their social environment and subtly encourage others to act according to expectations. Finally, people will act in the roles they successfully adapt from the environment where they live (Haryono, 2015).

Previous literature has finally begun to develop the defining concept of leadership (Clohisy, Yaszemski, & Lipman, 2017; Hao & Yazdanifard, 2015; Al Khajeh, 2018; Kim & Sung, 2016; Lee & Chon, 2020; Lee and Kim, 2020; Tourish, 2014). In addition, other existing literature reviewed in this research have finally started to investigate female leadership through various disciplines (Aydin, 2015; Baxter, 2012; Cohen, 2019; Gedro, Allain, De-Souza, Dodson, & Mawn, 2020; Guillet, Pavesi, Hsu, & Weber, 2019; Vinnicombe, Burke, Blake-Beard, & Moore, 2013; Voicilă, Ghinea, & Filculescu, 2018). Finally, most of the studies were case studies (Baxter, 2012; Brown; 2020; Carnes et al., 2015; Gedro, Allain, De-Souza, Dodson, & Mawn, 2020; Guillet, Dolly & Nonyelum, 2018; Kim & Rhee; 2011; Pavesi, Hsu, & Weber, 2019; Voicilă, Ghinea, & Filculescu, 2018) and quantitative study (Algren & Eichhorn, 2007; Carnes et al., 2015; Guillet, Pavesi, Hsu, & Weber, 2019; Al Khajeh, 2018; Lee & Chon, 2020; Rincón, González, & Barrero, 2017; Solomon & Steyn, 2017; Voicilă, Ghinea, & Filculescu, 2018).

This phenomenon triggers the author's interest to examine dan investigate the role of female leadership in organisational communication. This study has a significant meaning considering organisational communication is a discipline that can involve various disciplines. However, no research discusses female leadership in organisational communication perspective using a systematic literature review. Lastly, this study conducted a systematic literature review to address the literature gap and increase the theoretical study on the role of female leadership in the perspective of organisational communication

## **METHODOLOGY**

This literature review analysis aimed to enhance the knowledge and understanding of female leadership's role from organisational communication perspectives. Snyder (2019) mentioned some approaches in the literature review methodology commonly used to study social sciences, such as systematic literature review, semi-systematic literature review, and integrative literature review.

This study applied the systematic literature review (SLR), a term used to refer to a particular research or research methodology and development to collect and evaluate research related to certain research questions, topics, or phenomena of concern. The method is also used to identify and interpret all relevant research results. SLR is very useful for synthesising various relevant research results, so the facts presented to policymakers are more comprehensive and balanced (Kitchenham, 2004; Lusiana & Suryani, 2014).

To solve the research problem, the researcher conducted a literature review using the procedure suggested by Cooper (1988) for literature synthesis. This systematic procedure helps to (a) formulate problems, (b) collect data, (c) inclusion and exclusion criteria, (d) analyse and interpret relevant data, and (e) organise and present the results. Then the results are compared with current issues in large higher education institutions.

SLR research is carried out for various purposes, including identifying, studying, evaluating, and interpreting all available research with topic areas of interesting phenomena, with specific relevant research questions. Besides, SLR is often needed to determine a research agenda as part of a dissertation or thesis and a complementary part of submitting a research grant. In principle, a systematic literature review is a research method that summarises the results of primary research to present a more comprehensive and balanced fact (Hariyati, 2010; Lusiana & Suryani, 2014).

Based on the phenomenon described regarding the role of female leadership in the perspective of organisational communication, this systematic literature review used three questions as guidance. First, the author intended to clarify the role of the leader in the organisation. Secondly, the author attempted to investigate the relationship between gender and leadership in organisational communication. Last, the author tried to understand the role of female leadership in the perspective of organisational communication. The next step of this systematic literature review is to identify and explain all the questions above to then conduct an SLR study based on the literature that has been collected.

Data were collected to find empirical studies with a qualitative approach. The keywords used were "female leadership in organisational communication", "women, leadership and organisation", and "organisational changes, gender". Other keywords included "organisation, leadership and gender" and "gender biases in an organisation".

The databases used for this study were Google Scholar, Researchgate, and other reputable national and international journals. The author determined the criteria from the data, whether it is suitable as a reference for research. The following inclusion criteria were used: the article published between 2007 and 2020, open access, and based on empirical evidence and women, leadership, and organisational communication.

Fifty articles were found and used as references in this systematic literature review from the data collection procedure. Of these, 19 articles focused on issues related to the role of leaders in an organisation, and 12 other articles focused on the study of gender in organisational communication. The remaining 19 articles discussed female leadership from an organisational communication perspective.

The method described by Cooper (1988) is appropriate to guide a systematic review of the literature. Furthermore, the researcher limited the literature search to the specified keywords and databases. Table 1 provides citations from sources included in the results section.

**Table 1.** References According to the State of Problem

<b>Focus</b>	<b>Sources</b>
The Role of Leader in An Organisation	Chen and Hou, 2016; Detert & Burris, 2007; Dolly & Nonyelum; 2018; Duan, Li, Xu, & Wu, 2017; Hao & Yazdanifard, 2015; Kang and Sung, 2017; Al Khajeh, 2018; Kilicoglu, 2018; Kim and Rhee, 2011; Kim and Sung, 2016; Lee & Chon, 2020; Lee and Kim, 2020; Liu, Zhu, & Yang, 2010; Morrison, 2014; Men, 2014; Praja, 2012; Solihat, 2015; Solomon & Steyn, 2017; Yudiaatmaja, 2013
Gender in Organisational Communication	Ayman & Korabik, 2010; Handriana, 2011; Choi, Hong, & Lee, 2017; Hwang, 2014; Clohisy, Yaszemski, & Lipman, 2017; Cohen, 2019; Perbawaningsih, 2017; Placea & Vardeman-Winter, 2017; Prasanti & Indriani, 2018; Ramadanty & Martinus, 2016; Romadona & Setiawan, 2020; Tourish, 2014; Voicilă, Ghinea, & Filculescu, 2018
Female leadership in Organisational Communication Perspective	Algren & Eichhorn, 2007; Brown 2020; Carnes et al., 2015; Fitriani, 2015; Guillet, Pavesi, Hsu, & Weber, 2019; Hariyono, 2018; Gedro, Allain, De-Souza, Dodson, & Mawn, 2020; Kyveloukokkaliari & Nurhaeni, 2017; Meeks & Howe, 2020; Mulyaningsih, 2019; Nizomi, 2019; Paembonan & Vida, 2019; Perbawaningsih, 2017; Putra, 2020; Rincón, González, & Barrero, 2017; Sukmayani, 2019; Voicilă, Ghinea, & Filculescu, 2018

**Source:** Author (2021)

## RESULTS AND DISCUSSION

The research collected and used in this systematic literature review (SLR) was analysed through an interpretive paradigm. All these studies sought to explain female leadership using empirical studies with a qualitative approach. In their research, Fitriani (2015), Guillet et al. (2019), Sukmayani (2019) and Voicilă, Ghinea, & Filculescu (2018) investigated female leadership through direct observation.

Through a well-conducted systematic literature review analysis of 50 relevant pieces of literature, it was found that female leadership in organisations has been studied in various disciplines, such as management, psychology, linguistic and communication science. In the current SLR, the author examines the role of female leadership in the perspective of organisational communication.

## **Beyond the Organisational Communication**

The importance of communication in an organisation is absolute and has become a popular topic in recent years. Communication is an essential factor in an organisation because the organisation consists of a group of people who carry out joint activities to achieve common goals (Hwang, 2014; Ramadanty & Martinus, 2016; Romadona & Setiawan, 2020; Sadia, Salleh, Kadir, & Sanif, 2016; Winbaktianur, 2017).

Organisational communication is defined as an interaction between the organisational members within the various levels to achieve the organisation's goals. Every member of the organisation has a role. To function in these roles, communication is needed as a medium to achieve common goals. Communication is also the flow of information between a person or group (Brown, 2019; Cohen, 2019; Hariyono, 2018; Hwang, 2014; Tourish, 2014).

Furthermore, the importance of communication has been intensified due to the organisation's complex structure. It is defined as the process of meeting individual needs. Each member of the organisation performs different tasks and functions. Thus, communication functions as an atmosphere for combining organised tasks. (Cohen, 2019; Hariyono, 2018; Hwang, 2014; Meeks & Howe, 2020; Paembonan & Vida, 2019; Winbaktianur, 2017).

## **The Role of Leader in an Organisation**

Leadership is an integral part of an organisation (Fitriani, 2015; Hao & Yazdanifard, 2015; Prasanti & Indriani, 2018; Solihat, 2015; Solomon & Steyn, 2017; Tourish, 2014; Yudiaatmaja, 2013). We often hear the term of leadership even though it cannot be seen physically. Leadership is usually already integrated within a person (Chen and Hou, 2016; Morrison, 2014; Prasanti & Indriani, 2018; Solomon & Steyn, 2017; Tourish, 2014).

Several definitions describe the 'assumption' that leadership is the process of influencing people, both individuals and groups (Lee & Chon, 2020; Fitriani, 2015; Hao & Yazdanifard, 2015; Liu, Zhu, & Yang, 2010). Leadership concerns a person in influencing the behaviour of others for a purpose. With power, leaders can influence the behaviour of their subordinates (Hao & Yazdanifard, 2015; Hariyono, 2018; Praja, 2012; Tourish, 2014; Yudiaatmaja, 2013). A leader helps organisational members get positive results and organisational goals (Dolly & Nonyelum, 2018; Fitriani, 2015; Prasanti & Indriani, 2018; Solihat, 2015; Yudiaatmaja, 2013).

A leader must build good relations with employees (Kim & Sung, 2016; Men, 2014; Solomon & Steyn, 2017) and actively make plans, coordinate, conduct experiments, and lead work to achieve common goals (Chen and Hou, 2016; Detert & Burris, 2007; Fitriani, 2015; Paembonan & Vida, 2019; Praja, 2012). Leaders must also promote productivity, boost morale, garner enthusiastic responses and quality work, ensure clear and firm commitment, efficiency in action, has few

weaknesses, and warrant satisfaction, presence, and continuity (Solihat, 2015).

Leaders must increase the organisational member's participation (Dolly & Nonyelum; 2018; Men, 2014; Ramadanty & Martinus, 2016). The positive behaviour in leadership would bring a positive outcome, which increases job performance (Chen and Hou, 2016; Morrison, 2014). In addition, leaders must be able to manage satisfactory relation among members and enhance the organisational effectiveness of communicative action (Kang and Sung, 2017; Kim and Rhee, 2011; Lee and Kim, 2020).

Good leadership requires competence in communicating with its members. Communicating is one way for the leadership of an organisation or institution to achieve its goals. Communicating is related to how leaders consistently establish relationships with others (Perbawaningsih, 2017; Paembonan & Vida, 2019; Prasanti & Indriani, 2018; Solihat, 2015). Leadership style of communication is related to the combination of language and action, which seems to describe a consistent pattern (Dolly & Nonyelum; 2018; Hao & Yazdanifard, 2015). A leader's communication style can determine the communication patterns and forms of the organisation because a leader has authority and power (Duan, Li, Xu, & Wu, 2017; Solihat, 2015; Yudiaatmaja, 2013). This means that the leader can influence the behaviour of the subordinates through a horizontal relationship (Kim and Sung, 2016; Men, 2014; Lee & Chon, 2020; Ramadanty & Martinus, 2016). Yudiaatmaja (2013) mentions that power can be divided into five: expert power, legitimate power, referent power, reward power, and coercive power.

Through these powers, the leader is authorised to control or direct the organisational members, provide challenges and stimulation, explain and give instructions, encourage and support the organisational members, empower the organisational members, and provide rewards and punishment if needed (Paembonan & Vida, 2019; Praja, 2012; Ramadanty & Martinus, 2016; Solihat, 2015; Yudiaatmaja, 2013). This situation, said Paembonan & Vida (2019), must be evaluated at all times so that the effectiveness of relationships and assignments to subordinates is maintained.

### **The organisation, Gender, and Leadership**

Leadership is inseparable from individuals who act as leaders themselves. Many connect the individual's ability to lead with the biological aspects inherent in the leader, which is based on the sex differences between men and women (Algren & Eichhorn, 2007; Gedro, Allain, De-Souza, Dodson, & Mawn, 2020; Voicilă, Ghinea, & Filculescu, 2018). This then resulted in the emergence of the term gender inequality, which then put women in unfavourable conditions (Aydin, 2015; Choi, Hong, & Lee, 2017; Heilman, 2012; Clohisy, Yaszemski, &

Lipman, 2017; Fitriani, 2015; Men, 2014; Prasanti & Indriani, 2018; Rincón, González, & Barrero, 2017).

Some research results connect organisational communication and leadership related to gender. Have all three remained static past and present? Change is a sure thing to happen in every organisation. The development of technology and human civilisation has an impact on the organisation. Before the 20<sup>th</sup> century, many women were placed in disadvantaged positions because the patriarchal culture was still strong in society (Ayman & Korabik, 2010; Carnes et al., 2015; Handriana, 2011; Hwang, 2014; Romadona & Setiawan, 2020). However, cultural shifts lessen discrimination against women, especially in organisational leadership (Clohisy, Yaszemski, & Lipman, 2017; Guillet, Pavesi, Hsu, & Weber, 2019; Handriana, 2011; Tourish, 2014).

Not everyone has good leadership, especially if we differentiate it from a gender perspective. Both men and women can lead. Gender does not become a barrier to the leadership in an individual (Choi, Hong, & Lee, 2017; Fitriani, 2015; Gedro, Allain, De-Souza, Dodson, & Mawn, 2020; Prasanti & Indriani, 2018). Some research findings indicated that the position of women and men is complementary to each other; no one is superior. The leadership characteristics of women and men can be synergised to become a harmonious force for the organisation (Fitriani, 2015; Guillet, Pavesi, Hsu, & Weber, 2019; Placea & Vardeman-Winter, 2017).

### **Woman as Leader in An Organisation**

In the current development, many women have emerged as leaders in various fields, so that women have additional duties apart from being housewives and leaders. The awakening of women in the era of globalisation has brought changes in development. Today, women are attached to multi-roles. They are no longer fixated on the role of being a wife or mother alone but have been oriented towards utilising the quality of their existence as a human (Cohen, 2019; Fitriani 2018; Guillet, Pavesi, Hsu, & Weber, 2019; Kyveloukokkaliari & Nurhaeni, 2017; Prasanti & Indriani, 2018; Vinnicombe, Burke, Blake-Beard, & Moore, 2013; Voicilă, Ghinea, & Filculescu, 2018).

Unfortunately, the emergence of women as leaders is still overshadowed by the construction of society regarding the division of roles between men and women, especially in Indonesia (Mulyaningsih, 2019; Kyveloukokkaliari & Nurhaeni, 2017; Perbawaningsih, 2017; Voicilă, Ghinea, & Filculescu, 2018). Therefore, in carrying out their role as a leader, women are still influenced by cultural values, whether consciously or not. These values result from the community where they come from and where they live (Ayman & Korabik, 2010; Carnes et al., 2015; Perbawaningsih, 2017).

Perbawaningsih (2017) also stated that education is a strengthening factor for women to maintain their status and carry out their duties as leaders of an organisation. If a woman becomes a leader in a different

environment, she will unconsciously carry the cultural values of her origin, which implications her communication styles leadership.

### **The Role of Female leadership**

Leadership between men and women is different, and the comparison is obvious (Fitriani, 2015; Hariyono, 2018; Koenig & Eagly; 2014; Perbawaningsih, 2017; Rincón, González, & Barrero, 2017). Female leaders tend to be relationship-oriented (Aydin, 2015; Baxter 2012; Brown, 2020; Clohisy, Yaszemski, & Lipman, 2017; Fitriani, 2015; Putra, 2020; Paembonan & Vida, 2019; Sukmayani, 2019). Several research results show that female leaders with democratic leadership styles can influence and motivate members of the organisation and make others able to contribute to effectiveness in achieving organisational goals (Hariyono, 2018; Perbawaningsih, 2017; Rincón, González, & Barrero, 2017; Robbins, 1998; Vinnicombe, Burke, Blake-Beard, & Moore, 2013).

Women democratic leaders have good relationships with all members and tend to be empathetic in maintaining relationships (Kim & Sung, 2016; Lee & Chon, 2020; Men, 2014; Mulyaningsih, 2019; Putra, 2020; Solomon & Steyn, 2017; Sukmayani, 2019). However, it takes a leader who has a level of flexibility in dealing with members to achieve organisational progress (Dolly & Nonyelum; 2018; Paembonan & Vida, 2019). The advancement of job performance and organisational competencies towards organisational members can indicate the positive impact of female leaders' democratic leadership style in various organisations (Chen and Hou, 2016; Hariyono, 2018; Lee & Chon, 2020; Paembonan & Vida, 2019; Perbawaningsih, 2017; Ramadanty & Martinus, 2016; Tourish, 2014).

Several studies have shown that the leadership role of female leaders can have a positive impact on the formation of good work performance, for instance, through leadership support for organisational members (Fitriani, 2015; Hariyono, 2018; Lee & Chon, 2020; Perbawaningsih, 2017; Ramadanty & Martinus, 2016; Tourish, 2014;). At the same time, Perbawaningsih (2017) reveals that good work performance is indicated by the quality of work, quantity of work, reliability, and a positive attitude of organisational members.

It is further explained that positive communication and work performance is also manifested in the absence of pressure felt by employees in carrying out their duties and functions, employees are always involved in every decision making in organisations related to work, employees are given complete trust from their superiors in carrying out their duties and functions. Regarding work, employees always have easy access to work-related information and openness between superiors and subordinates, and colleagues (Aydin, 2015; Baxter 2012; Brown, 2020; Chen and Hou, 2016; Hariyono, 2017).

Instinctively, female leaders tend to listen to members of the organisation and open participation and communication to take place in

two directions (Brown, 2020; Clohisy, Yaszemski, & Lipman, 2017; Fitriani, 2015; Hariyono, 2018; Mulyaningsih, 2019; Nizomi 2019; Perbawaningsih, 2017; Putra, 2020; Solomon & Steyn, 2017). Female leaders use a questioning style that tends to be empathetic and mediates in every conflict to maintain good relationships between members (Aydin, 2015; Baxter, 2012; Men, 2014; Putra, 2020). This increases the satisfaction of organisational members (Kang and Sung, 2017; Kim and Rhee, 2011; Lee and Kim, 2020).

Female leaders also use an informative style: direct, confirm, participate, delegate, remind, and evaluate. This is included in situational leadership (Baxter 2012; Brown, 2020; Meeks & Howe, 2020; Prasanti & Indriani, 2018; Sukmayani, 2019). Nizomi (2019) mentions that situational leadership includes four dimensions: telling, selling, participating, and delegating.

Female leaders always include the organisational members (Ayman & Korabik, 2010; Hariyono, 2018; Rincón, González, & Barrero, 2017; Sukmayani, 2019). In addition, Sukmayani (2019) mentioned five stages in the decision-making, such as communication with the party in question (concerned), gathering information from the person in charge, gathering information from various sources, collaborating with the person in charge, and the last stage is making the decision.

### **The Role of Female leadership in Organisational Communication Perspective**

Organisational communication is a critical part of the organisation because it contains the interaction between the organisational members. Each organisational member has a different role in achieving organisational goals (Hariyono, 2018; Hwang, 2014; Ramadanty & Martinus, 2016; Sadia, Salleh, Kadir, & Sanif, 2016; Winbaktianur, 2017). Effective organisational communication is essential to support the organisation's success, growth, and development (Duan, Li, Xu, & Wu, 2017; Hao & Yazdanifard, 2015; Hwang, 2014; Winbaktianur, 2017).

On the other hand, leadership is an essential aspect in the organisation because leaders play a role in influencing the behaviour of others in the organisation to get the desired results and organisational goals (Fitriani, 2015; Prasanti & Indriani, 2018; Solihat, 2015; Solomon & Steyn, 2017; Tourish, 2014; Yudiaatmaja, 2013). A leader must be active in making plans, coordinating, conducting experiments, and leading work (Fitriani, 2015; Solomon & Steyn, 2017; Chen and Hou, 2016; Paembonan & Vida, 2019; Praja, 2012) as well as smoothing productivity, commendable morals, enthusiastic responses, quality work, clear and firm commitment, efficient in acting, a few weaknesses, satisfaction, presence, and continuity in the organisation (Lee and Kim, 2020; Solihat, 2015).

From an organisational communication perspective, a leader's communication style is needed because it determines the organisation's

patterns and forms (Kang and Sung, 2017; Kim and Rhee, 2011; Lee and Kim, 2020; Solihat, 2015; Yudiaatmaja, 2013). A leader has the role of controlling/directing members, providing challenges (stimulating), explaining and giving instructions, encouraging and supporting members, empowering members, and giving rewards and punishments if needed (Lee & Chon, 2020; Paembonan & Vida, 2019; Solihat, 2015; Solomon & Steyn, 2017; Yudiaatmaja, 2013).

Leadership cannot be separated from the biological aspects of the individual who acts as a leader. This then resulted in the emergence of the term gender inequality that then put women in unfavourable conditions (Aydin, 2015; Choi, Hong, & Lee, 2017; Clohisy, Yaszemski, & Lipman, 2017; Fitriani, 2015; Heilman, 2012; Prasanti & Indriani, 2018; Rincón, González, & Barrero, 2017). Cultural shifts that occur in the 21<sup>st</sup>-century impact fading discrimination against women, especially in terms of leadership (Clohisy, Yaszemski, & Lipman, 2017; Guillet, Pavesi, Hsu, & Weber, 2019; Handriana, 2011; Tourish, 2014). As of today, women have emerged as leaders in various fields. At this time, women are attached to multi-roles, no longer fixated on the role of being a wife or mother alone, but have been oriented towards utilising the quality of their existence as a human (Cohen, 2019; Fitriani 2018; Guillet, Pavesi, Hsu, & Weber, 2019; Prasanti & Indriani, 2018; Vinnicombe, Burke, Blake-Beard, & Moore, 2013).

Unfortunately, the emergence of women as leaders is still overshadowed by the construction of society regarding the division of roles between men and women, especially in Indonesia (Gedro, Allain, De-Souza, Dodson, & Mawn, 2020; Mulyaningsih, 2019; Perbawaningsih, 2017; Placea & Vardeman-Winter, 2017). Education is a strengthening factor for women to maintain their status and carry out their duties as leaders of an organisation (Perbawaningsih, 2017). Leaders, including female leaders, considered communicators and the main communicants in an organisation, have the role of conveying messages to members of the organisation. Female leaders build two-way communication and are willing to listen to members of the organisation (Brown, 2020; Clohisy, Yaszemski, & Lipman, 2017; Mulyaningsih, 2019; Nizomi, 2019; Perbawaningsih, 2017; Putra, 2020; Solomon & Steyn, 2017).

In organisational communication, the biological aspects of the leader are not much differentiated. However, research shows that female leaders tend to be relationship-oriented (Aydin, 2015; Baxter, 2012; Brown, 2020; Clohisy, Yaszemski, & Lipman, 2017; Fitriani, 2015; Putra, 2020; Paembonan & Vida, 2019; Sukmayani, 2019). Several research results indicate that female leaders have democratic leadership styles (Hariyono, 2018; Perbawaningsih, 2017; Rincón, González, & Barrero, 2017; Robbins, 1998; Vinnicombe, Burke, Blake-Beard, & Moore, 2013). From the perspective of Role Theory, a woman leader has a good relationship with all members and tends to be empathetic in maintaining relationships (Brown, 2020; Clohisy, Yaszemski, & Lipman, 2017;

Fitriani, 2015; Hariyono, 2018; Mulyaningsih, 2019; Nizomi 2019; Perbawaningsih, 2017; Putra, 2020; Solomon & Steyn, 2017). In carrying out their roles, female leaders can influence and motivate them to achieve organisational goals (Aydin, 2015; Baxter, 2012; Brown, 2020; Chen and Hou, 2016; Hariyono, 2017).

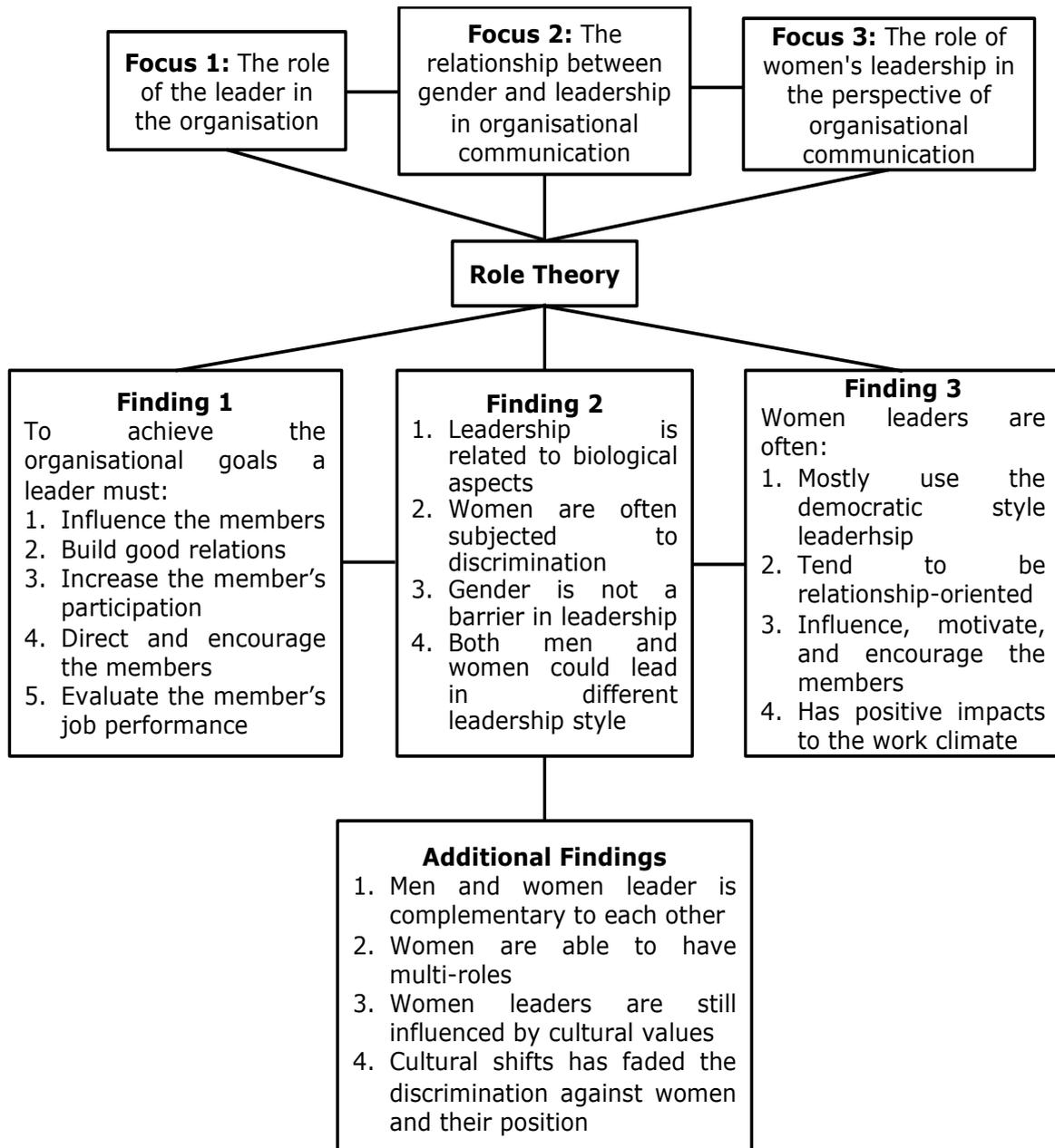
To achieve goals, a leader must be involved. Female leaders' encouragement to organisational members is given by directing, participating, giving delegation, and evaluation (Baxter 2012; Brown, 2020; Meeks & Howe, 2020; Prasanti & Indriani, 2018; Sukmayani, 2019). Following the concept of Role Theory, female leaders who carry out their roles well can have a positive impact on the formation of a good work climate (Haryono, 2015; Gedro, Allain, De-Souza, Dodson, & Mawn, 2020; Meeks & Howe, 2020; Perbawaningsih, 2017; Voicilă, Ghinea, & Filculescu, 2018).

Previous literature is limited by only defining leadership, although some of the other literatures have analysed female leadership through various disciplines. However, no research discusses female leadership in organisational communication perspective using a systematic literature review. Therefore, the findings of this study have contributed to the literature gap regarding the role of female leadership in the perspective of organisational communication. It also has increased the theoretical study as the findings align with the concept of the Role Theory. To address the research findings and theoretical implications, a flow chat is presented in Figure 1.

Organisational communication is integral to an organisation as it contains the interaction between the organisational members. Leadership is also crucial in achieving organisational goals. A leader must able to influence the members and build good relations with them. Direction, encouragement, and evaluation are needed to increase the member's participation. This positive behaviour could lead to an increase in job performance that affects the success of the organisation. Biological aspects are inherent to the leader as an individual and often placed women in discrimination. However, as the 21<sup>st</sup> century occurs, the organisation has continually changed due to cultural shifts.

As the organisation has transformed, the gender biases in leadership have come to a fade. This phenomenon has brought women into a shift to have important positions. As of today, women are given the equal opportunity to lead in organisations. Gender and leadership are two critical aspects of organisational communication. Organisational communication occurs between a leader and its members. The success of female leaders in engaging the organisational members and achieving the goals has proven that gender is no longer a barrier in leadership. Everyone could become a leader regardless of gender, and no one is superior. Women and men are complementary to each other in bringing a harmonious force for the organisation.

**Figure 1** Flowchart of Study Findings and Theoretical Implication



**Source:** Author Compilation (2021)

Women are attached to multi-roles, not only as a wife and mother. The emergence of women with strategic position has brought positive changes to an organisation because female leaders often carry out the cultural values which impacted their communication and leadership styles. Female leaders often use democratic leadership, which positively impacts the organisational work climate because they influence, motivate, and encourage the members through good relations. The relationship-based leadership of female leaders also strengthens the Role Theory that upholds the importance of communication. The positive

impact of female leadership indicates that the topic becomes an integral part of organisational communication.

## **CONCLUSION**

Today the organisation has transformed a lot, and gender is no longer a problem in leadership. Before the 20<sup>th</sup> century, women were often subjected to a disadvantage. The development of human civilisation has shifted discrimination against women. As a result, there have been many women who occupy positions as organisational leaders. Several studies have shown that women can carry out their role as leaders well. By becoming a leader, a woman must become the primary communicator in the organisation through two-way communication with the organisational members to achieve its stated goals.

The results also show that many female leaders use democratic leadership styles in the perspective of organisational communication. This leadership style allows female leaders to positively impact the organisation, such as work productivity and work performance of organisational members. In the perspective of Role Theory, the study results show that female leaders have an empathic side to a two-way relationship, namely by influencing and motivating members. Female leaders direct, participate, delegate, and evaluate members of the organisation. It can be concluded that female leaders can carry out their roles well, thus having a positive impact on the organisation.

All the studies used in this systematic literature review were conducted through empirical studies with a qualitative approach. An interpretive paradigm is used because the research aimed to explain the role of female leadership from an organisational communication perspective. The research uses humans as research instruments with observation and interview methods to describe the role of female leadership in organisational communication.

## **ACKNOWLEDGMENT**

The author would like to thank Prof. Ida and Bu Nisa as the lecturer of Advanced Communication Theory, also Mbak Nunung and Elma for their advice on this research. The appreciation is also delivered to the Head of Study Program and Lecturers at Graduate Program in Media and Communication of Universitas Airlangga and the team of LPDP RI for their materials and moral support.

## **REFERENCES**

- Al Khajeh, E. H. (2018). Leadership styles on organisational performance. *Journal of Human Resources Management Research*, 2018, 1-10. <https://doi.org/10.5171/2018.687849>
- Algren, M., & Eichhorn, K. C. (2007). Cognitive communication competence within public relations practitioners: Examining gender differences between technicians and managers. *Public Relations Review*, 33(1), 77-83. <https://doi.org/10.1016/j.pubrev.2006.11.010>
- Aydin, E. (2016). Interrogating Female leadership and Empowerment. *Gender in*

- Management: An International Journal*, 31(2), 154–159.  
<https://doi.org/10.1108/gm-08-2015-0072>
- Baxter, J. (2012). Women of the corporation: A sociolinguistic perspective of senior female leadership language in the U.K. *Journal of Sociolinguistics*, 16(1), 81–107.  
<https://doi.org/10.1111/j.1467-9841.2011.00520.x>
- Brown, A. (2020). Communication and leadership in healthcare quality governance: Findings from comparative case studies of eight public hospitals in Australia. *Journal of Health Organization and Management*, 34(2), 144–161.  
<https://doi.org/10.1108/JHOM-07-2019-0194>
- Butler, J. (1988). Performative Acts and Gender Constitution: An Essay in Phenomenology and Feminist Theory. *Theatre Journal*, 4(1), 519–531.
- Carnes, M., Devine, P. G., Baier Manwell, L., Byars-Winston, A., Fine, E., Ford, C. E., Forscher, P., Isaac, C., Kaatz, A., Magua, W., Palta, M., & Sheridan, J. (2015). The effect of an intervention to break the gender bias habit for faculty at one institution: A cluster randomised, controlled trial. *Academic Medicine*, 90(2), 221–230. <https://doi.org/10.1097/ACM.0000000000000552>
- Chen, A., & Hou, Y. (2016). The effects of ethical leadership, voice behaviour and climates for innovation on creativity: a moderated mediation examination. *The Leadership Quarterly*, 27(1), 171–192.
- Choi, H., Hong, S., & Lee, J. W. (2018). Does Increasing Gender Representativeness and Diversity Improve Organizational Integrity? *Public Personnel Management*, 47(1), 73–92. <https://doi.org/10.1177/0091026017738539>
- Clohisy, D. R., Yaszemski, M. J., & Lipman, J. (2017). Leadership, Communication, and Negotiation Across a Diverse Workforce\*. *Journal of Bone and Joint Surgery*, 99(12), e60. <https://doi.org/10.2106/jbjs.16.00792>
- Cohen, C. (2019). Gender, Communication, and the Leadership Gap (Women and Leadership Series), edited by Carolyn Cunningham, Heather Crandall, and Alexa Dare. *Women's Studies*, 48(2), 170–172.  
<https://doi.org/10.1080/00497878.2019.1580525>
- Cooper, H. (1988). *The structure of knowledge synthesis: A taxonomy of literature reviews. Knowledge in Society*.
- Detert, J., & Burris, E. (2007). leadership behaviour and employee voice: is the door really open? *Academy of Management Journal*, 50(4), 869–884.
- Dolly C, K., & Nonyelum P., O. (2018). Impact of Democratic Leadership Style on Job Performance of Subordinates in Academic Libraries in Port Harcourt, Rivers State, Nigeria. *International Journal of Research -GRANTHAALAYAH*, 6(10), 232–239.  
<https://doi.org/10.29121/granthaalayah.v6.i10.2018.1190>
- Duan, J., Li, C., Xu, Y., & Wu, C. (2017). Transformational leadership and employee voice behavior: a Pygmalion mechanism. *Journal of Organizational Behavior*, 38(5), 171–192.
- Faerman, S. R. (1994). Organisational change and leadership styles. *Journal of Library Administration*, 19(3–4), 55–79. [https://doi.org/10.1300/J111v19n03\\_05](https://doi.org/10.1300/J111v19n03_05)
- Fitriani, A. (2015). Dosen Tetap Non PNS Fakultas Ushuluddin IAIN Raden Intan Lampung. *Gaya Kepemimpinan Perempuan*, 11, 23.
- Gedro, J., Allain, N. M., De-Souza, D., Dodson, L., & Mawn, M. V. (2020). Flattening the learning curve of leadership development: reflections of five women higher education leaders during the Coronavirus pandemic of 2020. *Human Resource Development International*, 00(00), 1–11.  
<https://doi.org/10.1080/13678868.2020.1779911>
- Gratia, A. A., & Septiani, A. (2014). Pengaruh Gaya Hidup Sehat Terhadap Psychological Well-being Dan Dampaknya Pada Auditor KAP (Studi Empiris pada Auditor Kantor Akuntan Publik di Jawa Tengah Dan DIY). *Diponegoro Journal of Accounting*, 1–12.
- Guillet, B. D., Pavesi, A., Hsu, C., & Weber, K. (2019). What Can Educators Do to Better Prepare Women for Leadership Positions in the Hospitality Industry? The Perspectives of Women Executives in Hong Kong. *Journal of Hospitality and Tourism Education*, 31(4), 197–209.

- <https://doi.org/10.1080/10963758.2019.1575751>
- Handriana, T. (2011). Gender dalam Keefektifan Kepemimpinan Transformasional. *Majalah Ekonomi*, 21(1), 75–83.
- Hao, M. J., & Yazdanifard, R. (2015). How Effective Leadership Can Facilitate Change. *Global Journal of Management and Business Research: A Administration and Management*, 15(9), 0–6.
- Hariyati, R. (2010). Mengenal Systematic Review Theory dan Studi Kasus. *Jurnal Keperawatan Indonesia*, 13(2), 124–132.
- Hariyono. (2018). Pengaruh Gaya Kepemimpinan Perempuan Terhadap Iklim Komunikasi Dan Kinerja Pegawai Pada Dinas Sosial. *Jurnal Simbolika: Research and Learning in Communication Study*, 4(2), 78–85.
- Haryono, S. (2020). Teori-Teori Kepemimpinan. In *Fenomena* (Vol. 19, Issue 1). <https://doi.org/10.35719/fenomena.v19i1.34>
- Heilman, M. E., Wallen, A. S., Fuchs, D., & Tamkins, M. M. (2004). Penalties for success: Reactions to women who succeed at male gender-typed tasks. *Journal of Applied Psychology*, 89(3), 416–427. <https://doi.org/10.1037/0021-9010.89.3.416>
- Hwang, Y. K., & Lee, C. S. (2015). Structural Relationship between Authentic Leadership, Organizational Communication, Organizational Effectiveness, and Psychological Capital of Office Workers. *Indian Journal of Science and Technology*, 8(S7), 292. <https://doi.org/10.17485/ijst/2015/v8is7/69993>
- Kang, M., & Sung, M. (2017). How symmetrical employee communication leads to employee engagement and positive employee communication behaviors: the mediation of employee organisation relationships. *Journal of Communication Management*, 21(1), 82–102.
- Kim, J., & Rhee, Y. (2011). Strategic thinking about employee communication behavior (ECB) in public relations: testing the models of megaphoning and scouting effects in Korea. *Journal of Public Relations Research*, 23(3), 243–268.
- Kim, J., & Sung, M. (2016). The value of public relations: different impacts of communal and exchange relationships on perceptions and communicative behavior. *Journal of Public Relations Research*, 27(2), 87–101.
- Kitchenham, B. (2004). (n.d.). *Procedures for Performing Systematic Reviews*. Keele University.
- Koenig, A. M., & Eagly, A. H. (2014). Evidence for the social role theory of stereotype content: Observations of groups' roles shape stereotypes. *Journal of Personality and Social Psychology*, 107(3), 371–392. <https://doi.org/10.1037/a0037215>
- Lee, Y., & Chon, M. G. (2020). Transformational leadership and employee communication behaviors: the role of communal and exchange relationship norms. *Leadership and Organization Development Journal*, 42(1), 61–82. <https://doi.org/10.1108/LODJ-02-2020-0060>
- Lensufiie, T. (2010). *Leadership untuk Profesional dan Mahasiswa*. Erlangga.
- Liu, W., Zhu, R., & Yang, Y. (2010). I warn you because I like you: voice behavior, employee identifications, and transformational leadership. *The Leadership Quarterly*, 21(1), 189–202.
- Lusiana, & Suryani, M. (2014). Metode SLR untuk Mengidentifikasi Isu-Isu dalam Software Engineering. *SATIN: Sains Dan Teknologi Informasi*, 3(1), 21–35.
- Meeks, L., & Howe, W. (2020). Manager–Employee Communication in the #MeToo Era: The Role of Gender Similarity and Context Ambiguity in Ethical Leadership. *International Journal of Communication*, 14(0), 19.
- Men, L. (2014). Why leadership matters to internal communication: linking transformational leadership, symmetrical communication, and employee outcomes. *Journal of Public Relations Research*, 26(3), 256–279.
- Moore, C. D., Dippong, J., & Rejtig, M. S. (2019). *Leadership, gender, and vocal dynamics in small groups*. October.
- Morrison, E. (2014). Employee voice and silence. *Annual Review of Organizational Psychology and Organizational Behavior*, 1(1), 173–197.
- Muhammad, A. (2014). *Komunikasi Organisasi* (1st ed.). Bumi Aksara.

- Mulyaningsih, J. (2016). Strategi Komunikasi Pemimpin Perempuan (Studi Kasus pada Bupati Gunungkidul dalam Mengatur Organisasi Pemerintahan Kabupaten Gunungkidul). *Jurnal Nomolesca*, 6(1), 54–67.
- Nizomi, K. (2019). Gaya Kepemimpinan Perempuan dalam Budaya Organisasi (Studi Kasus Kepala Perpustakaan SMP Muhammadiyah 1 Depok Yogyakarta). *Jurnal Ilmu Perpustakaan Dan Informasi*, 6(2), 1–10.
- Paembonan, L. S., & Vida, H. D. (2019). Tinjauan terhadap Gaya Kepemimpinan Perempuan di Pemerintah Daerah Kabupaten Toraja Utara. *Jurnal Inada*, 2(1), 61–81.
- Perbawaningsih, Y. (n.d.). *Studi Gender tentang Gaya Komunikasi Kepemimpinan Studi Kasus pada Rektor Universitas Mercu Buana Yogyakarta dan Universitas Atma Jaya Yogyakarta*. 1–9.
- Perry, A. (2002). Systematic Review: The Experience of a PhD Student. *Psychology Learning and Teaching*, 2(1), 32–35.
- Place, K. R., & Vardeman-Winter, J. (2018). Where are the women? An examination of research on women and leadership in public relations. *Public Relations Review*, 44(1), 165–173. <https://doi.org/10.1016/j.pubrev.2017.10.005>
- Praja, M. N. (2012). *Peran Manajer sebagai Pimpinan dalam Meningkatkan Prestasi Kerja (Studi Kasus PT. Prudential Life Assurance)*.
- Putra, M. I. (2020). *Gaya Komunikasi Pemimpin Perempuan dalam Organisasi Pers (Studi Kasus Pada Liputan 6 Pt. Surya Citra Televisi)*.
- Ramadanty, S., & Martinus, H. (2016). Organisational Communication: Communication and Motivation in The Workplace. *Humaniora*, 7(1), 77. <https://doi.org/10.21512/humaniora.v7i1.3490>
- Rincon, V., Gonzales, M., & Barrero, K. (2017). Women and leadership: Gender barriers to senior. *Intangible Capital*, 13.
- Robbins, S. (1998). *Organisational Behavior: Concepts, Controversies, Application* (8th ed.). Prentice-Hall International, Inc.
- Romadona, M. R., & Setiawan, S. (2020). Communication of Organisations in Organizations Change's Phenomenon in Research and Development Institution. *Journal Pekommas*, 5(1), 91. <https://doi.org/10.30818/jpkm.2020.2050110>
- Sadia, A., Mohd Salleh, B., Abdul Kadir, Z., & Sanif, S. (2016). The Relationship between Organizational Communication and Employees Productivity with New Dimensions of Effective Communication Flow. *Journal of Business and Social Review in Emerging Economies*, 2(2), 93–100. <https://doi.org/10.26710/jbsee.v2i2.35>
- Samsudin, S. (2009). *Manajemen Sumber Daya Manusia*. Pustaka Setia.
- Siswanto, S. (2012). Systematic Review Sebagai Metode Penelitian Untuk Mensintesis Hasil-Hasil Penelitian (Sebuah Pengantar). *Buletin Penelitian Sistem Kesehatan*, 13(4). <https://doi.org/10.22435/bpsk.v13i4>
- Snyder, H. (2019). Literature review as a research methodology: An overview and guidelines. *Journal of Business Research*, 104, 333–339.
- Solihat, M. (2015). *Kepemimpinan dan Gaya Komunikasi: Sebuah Telaah Pustaka pada Teori Kepemimpinan dan Gaya Komunikasi Seseorang dalam Suatu Organisasi*. 1–14.
- Solomon, A., & Steyn, R. (2017). Leadership style and leadership effectiveness: Does cultural intelligence moderate the relationship? *Acta Commercii*, 17(1), 1–13. <https://doi.org/10.4102/ac.v17i1.453>
- Sukmayani, A. (2019). *Gaya Kepemimpinan dan Proses Pengambilan Keputusan Pemimpin Wanita (Studi Kasus: SMP Cendekia Baznas)*.
- Ton, J. T. (2018). Judith Butler's Notion of Gender Performativity: To What Extent Does Gender Performativity Exclude a Stable Gender Identity? In *Research Group Philosophy*.
- Tourish, D. (2014). Leadership, more or less? A processual, communication perspective on the role of agency in leadership theory. *Leadership*, 10(1), 79–98. <https://doi.org/10.1177/1742715013509030>
- Vinnicombe, S., Burke, R. J., Blake-Beard, S., & Moore, L. L. (2014). *Handbook of*

*research on promoting women's careers: The Oxford handbook of gender in organisations.* Oxford University Press.

- Voicilă, A., Ghinea, V. M., & Filculescu, A. (2018). Women in Leadership Positions: Perspectives from an International Consulting Company. *International Journal of Academic Research in Business and Social Sciences*, 8(8), 172–190. <https://doi.org/10.6007/ijarbss/v8-i8/4457>
- Winbaktianur. (2017). Analisis Komunikasi dalam Organisasi. *Jurnal Al-Qalb*, 9(2).
- Wukir. (2013). *Manajemen Sumber Daya Manusia Dalam Organisasi Sekolah*. Multi Presindo.
- Yudiaatmaja, F. (2013). Kepemimpinan: Konsep, Teori dan Karakternya. *Media Komunikasi FIS*, 12(2).