

## Improving Communication Managerial Skill Among Women: Study On PT XYZ

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### ABSTRACT

This case study explores the communication styles and managerial skills of women leaders at PT XYZ, a prominent Indonesian company. The research seeks to uncover the distinct strengths that women bring to management positions and investigate organizational empowerment and bolster their growth as leaders. Previous research has emphasized the positive communication skills that women frequently demonstrate in professional settings, including their ability to empathize, pay attention to details, and make inclusive decisions. The "Women's Management Model" proposes that these characteristics can be valuable assets in management positions. Nevertheless, women leaders may encounter cultural biases that associate assertiveness and authority with more "masculine" traits. The case study methodology, as described by Robert K. Yin, was used to thoroughly examine women managers at PT XYZ. The research team analyzed propositions and conducted tests using the collected evidence to gain a thorough understanding of the phenomenon. The findings suggest that women managers at PT XYZ possess excellent communication skills, which encompass active listening, conflict resolution, and team-building. These strengths greatly enhance employee engagement and productivity. Nevertheless, the women also encounter difficulties in being seen as authoritative figures, as their communication styles are occasionally seen as too "soft" or "emotional" for leadership positions. In order to fully unleash the capabilities of women leaders, it is crucial for organizations to foster inclusive environments that recognize and appreciate the distinct communication strengths possessed by female managers. Implementing mentorship programs, leadership development initiatives, and inclusive policies can be instrumental in empowering women and cultivating a culture of collaboration and effectiveness within teams.

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### INTRODUCTION

It is unfortunate that women have historically been given fewer opportunities to hold leadership positions, even though research consistently shows that they possess essential communication and interpersonal skills that greatly benefit organizations (Paludi & Denmark, 2018; Stephenson et al., 2023; Susilo & Kodir, 2016; Umar, 2021). This case study will delve

into the distinct communication styles and managerial abilities of female leaders at PT XYZ, a prominent Indonesian company.

Previous studies have emphasized the benefits that women can offer in managerial roles, including heightened empathy, meticulousness, and inclusive decision-making (Heith, 2010; Mansbridge, 1999; Metcalf, 1996). The "Women's Management Model" proposes that these characteristics can be utilized to cultivate teams that are more collaborative and efficient (Celis et al., 2008). Nevertheless, cultural biases and societal views that associate assertiveness with masculinity can create obstacles for women aspiring to progress into leadership positions.

The current body of research on gender and strategic communication offers valuable insights into the distinct obstacles and advantages encountered by women in positions of leadership. According to a study, it was discovered that women tend to have communication styles that are more collaborative and inclusive (Bernath, 2016; Mackay, 2008; Mohd Nor & Inayatillah, 2011). This can be beneficial in promoting team unity and improving overall organizational performance.

In addition, studies on gender-sensitive strategic communications interventions indicate that taking into account the distinct priorities and perspectives of women and men can result in more meaningful and inclusive results (Cumley, 2014; Wieringa, 1993). The current academic literature highlights the ongoing gender disparity in managerial and leadership positions worldwide. According to a report by UN Women (2023), women tend to hold more management positions in areas that are traditionally associated with femininity, such as human resources and administration. They are also more prevalent in sectors that are considered more feminine, such as health and education.

In 2022, the International Labour Organization (ILO) released a thorough report that examines the available data and the data needed to monitor advancements in achieving gender equality in managerial and leadership roles. Statista (2021) reports that the percentage of women in managerial positions worldwide has increased from 23.6 percent in 1991 to approximately 28.2 percent in 2021. On the other hand, a study conducted by Harvard Business Review (1989) revealed that top-performing women experience a turnover rate in management positions that is 2.5 times higher compared to their male counterparts.

The findings underscore the persistent obstacles and difficulties that women encounter in achieving and maintaining managerial roles, despite the advancements made in recent years. A comprehensive review conducted by Umar (2022) sought to elucidate the factors that contribute to women's ability to attain managerial positions, highlighting the necessity for additional research in this field. It was discovered that having more women in top management positions can actually enhance a company's performance (Üstündağ, 2019).

This highlights the significance of addressing the gender disparity in leadership roles (Clots-Figueras, 2011; Suwana & Lily, 2017). This case study aims to provide valuable insights into the strategies and approaches that can help organizations foster more inclusive and equitable leadership opportunities for women. By examining the experiences of women leaders at PT XYZ, it contributes to the growing body of academic research in this field.

Nevertheless, the literature also emphasizes the ongoing gender biases and organizational obstacles that can impede women's progress in reaching senior management roles. The way power and gender are discussed in strategic communication can reinforce traditional gender norms and stereotypes, which can make it difficult for women to establish their authority (Susilo et al., 2019). The Stabilisation Unit (2020) highlights the significance of incorporating a range of women's experiences and priorities into strategic communication efforts.

This case study aims to contribute to the growing body of research on gender and strategic communication by examining the communication strategies and managerial approaches of women leaders at PT XYZ. It provides practical insights for organizations seeking to empower and support female talent.

A comprehensive examination of female managers at PT XYZ is going to be carried out as part of this study. The purpose of this inquiry is to locate the distinctive communication strengths that are exhibited by female leaders as well as the methods that they employ in order to traverse the organizational environment. The findings of this case study provide useful insights for businesses that are trying to empower women in management roles and promote their career growth, ultimately leading to an improvement in the overall performance of the firm.

## METHODS

This study will take a qualitative case study technique, as described by Robert K. Yin in his key work "Case Study Research: Design and Methods" (Yin, 2009). Yin's approach emphasizes the need of formulating propositions or research questions to guide data collecting and analysis.

The study will focus on two female managers as primary cases, chosen based on their experience and leadership responsibilities in their respective firms. This multiple-case design will allow for a more in-depth examination of the reasons that have enabled or hampered their professional advancement, as well as the techniques they have used to handle the hurdles they have encountered.

Semi-structured interviews will be conducted with the two female managers, as well as relevant stakeholders such as coworkers, subordinates, and organizational leaders. Furthermore, the researchers will analyze corporate records, policies, and other publicly available information about the participants' career paths and the organizational context. This triangulation of data sources improves the validity and dependability of the conclusions.

## RESULTS AND DISCUSSION

### Role of Women Manager

The case study analysis uncovered several important findings regarding the communication strategies utilized by the two female managers. Both participants highlighted the significance of clear, assertive, and empathetic communication in effectively leading their teams and navigating organizational dynamics.

Jane, one of the women managers, emphasized the importance of communicating with confidence and authority, especially in environments that are predominantly male. She admitted to facing initial challenges with imposter syndrome and a lack of self-assurance. However, as time went on, she developed the ability to confidently express her thoughts, communicate her ideas effectively, and assert her expertise. This approach enabled her to earn the respect and trust of her colleagues and subordinates.

Sarah, another participant, highlighted the significance of empathetic communication, especially when addressing sensitive matters or giving feedback to her team members. She described how her approach to communication helped create a more cooperative and encouraging workplace. By truly listening, displaying empathy, and adapting her communication style to each person, she achieved this. As a result, this led to increased employee engagement and enhanced team performance. Studies have indicated that women in managerial roles tend to exhibit a communication style that is more collaborative and empathetic in comparison to their male colleagues. This approach is known for its emphasis on active listening, offering helpful feedback, and cultivating a nurturing work environment.

The emphasis on cultivating robust interpersonal relationships with team members is a critical component of this communication style. Female managers frequently emphasize open communication, empathy, and a people-oriented approach, which can aid in the establishment of a more inclusive and collaborative work environment. Consequently, this can lead to an improvement in the overall performance of the organization, as well as increase in employee engagement and job satisfaction.

However, the literature also suggests that women in leadership roles may face additional challenges in terms of effective communication, particularly in environments where males are the majority. Women may be perceived as less assertive or authoritative than men due to gender-based stereotypes and biases. Thus, they may encounter obstacles. To address these obstacles, female managers may wish to adopt a more assertive communication style while maintaining their collaborative and empathetic approach.

### **Strategic Communication and Strategic Managerial on Women Perspectives**

Effective communication is essential for women in managerial roles to successfully navigate the obstacles they may encounter. As previously stated, gender-based stereotypes and biases can pose challenges for women leaders. However, strategic communication can be a valuable tool in helping them navigate and overcome these barriers.

An essential element of strategic communication for women managers involves effectively asserting their authority and expertise while simultaneously fostering a collaborative and empathetic approach. This can entail cultivating a self-assured and assertive communication approach, while also attentively listening to their team members and nurturing a supportive work atmosphere.

In addition, strategic communication can assist women managers in effectively conveying their vision and strategic goals to both internal and external stakeholders. Through effective communication of their objectives and the reasoning behind their decisions, women leaders have the ability to foster trust, establish credibility, and motivate their teams to collaborate towards a shared objective. Studies have demonstrated that the distinct

viewpoints and varied backgrounds that women bring to strategic planning teams can have a positive impact on financial performance, innovation, and growth within organizations.

Women leaders frequently contribute a collaborative and inclusive approach to strategic planning, resulting in more comprehensive and well-rounded strategies. Through actively seeking input from a range of team members and taking into account various perspectives, women managers can enhance their ability to identify fresh opportunities and effectively tackle potential challenges.

In addition, the compassionate and people-focused communication approach that numerous female leaders embrace can cultivate a workforce that is more involved and motivated, ultimately leading to the effective execution of strategic initiatives. Ultimately, the inclusion of strategic communication and the valuable perspectives that women contribute to strategic planning are essential for female managers to successfully navigate obstacles and propel organizational achievements. Through harnessing their unique abilities and honing their strategic communication prowess, women leaders have the potential to become influential catalysts for transformation in the corporate landscape.

### **Women Leaders Shine in Times of Crisis**

During periods of uncertainty and disruption, it is essential for organizations to have strong crisis management strategies in place in order to successfully navigate through challenging times and come out even stronger. By embracing the collaborative, empathetic, and risk-aware approach that women leaders often exhibit, organizations abilities that make them highly suitable for positions of crisis leadership.

Women have a distinct advantage when it comes to their strong emotional intelligence and empathy. During a crisis, employees and stakeholders may experience feelings of anxiety, fear, and being overwhelmed. Women leaders possess an exceptional talent for comprehending emotional needs and offering the essential support and reassurance. Through their genuine care and concern, they create an atmosphere of trust and unity that is crucial for navigating difficult times.

In addition, women leaders often embrace a collaborative and inclusive approach to management. Instead of just giving orders, they actively seek input from different stakeholders and promote collective problem-solving. This cooperative mindset is especially valuable in times of crisis, where the capacity to quickly adjust and react to evolving circumstances is crucial. By harnessing the wide range of perspectives and expertise within their teams, women leaders can develop crisis strategies that are more comprehensive and effective.

It is worth noting that studies have also discovered that women leaders have a tendency to be more risk-aware and cautious when making decisions. Although it may be seen as a weakness by some, it can actually be a major strength in times of crisis. Through careful consideration of potential challenges and proactive actions to minimize risks, female leaders are more prepared to navigate difficult situations and guide their organizations to safety.

Women leaders have proven to be highly effective in crisis management, as demonstrated by their prevalence in organizations that are currently facing crises. A recent study conducted in the Netherlands revealed an interesting finding - women tend to be

chosen for leadership roles in companies that are dealing with major challenges. This suggests that their exceptional crisis management abilities are acknowledged and highly regarded.

There are numerous notable instances of women leaders who have demonstrated exceptional skills in handling crisis situations. Amidst the COVID-19 pandemic, the crisis leadership of several women heads of state, including Jacinda Ardern of New Zealand, Angela Merkel of Germany, and Tsai Ing-wen of Taiwan, garnered widespread praise for their decisive, empathetic, and effective approach. Their exceptional communication skills, decisive decision-making, and ability to instill public confidence have played a crucial role in their countries' effective handling of the pandemic.

As we work towards achieving greater gender diversity in leadership, it is important to acknowledge and utilize the distinct strengths that women bring to the table, particularly during challenging times. By embracing the collaborative, empathetic, and risk-aware approach that women leaders often exhibit, organizations can navigate the challenges of an uncertain world more effectively and come out stronger and more resilient.

## CONCLUSION

Empirical data unequivocally shows that women in leadership positions possess a distinct combination of abilities and qualities that render them very proficient in handling crises. Their robust emotional intelligence, cooperative methodology, and prudent decision-making, which takes into account potential risks, have been extremely beneficial in steering enterprises through periods of instability. As global challenges become more intricate and uncertain, the demand for leaders who can effectively navigate and manage crises will only intensify. Although the benefits of women's crisis leadership have been extensively documented, it is crucial to recognize that there may also exist certain possible disadvantages or constraints. Their prudent and risk-averse strategy may impede prompt decision-making in critical circumstances. Moreover, the enduring gender biases and preconceptions prevalent in numerous corporate cultures might present obstacles for women leaders who aim to establish their authority and exert their influence in times of crisis. In order to enhance our comprehension of women's crisis leadership, it is imperative for future study to investigate the precise mechanisms and contextual aspects that contribute to their efficacy. Conducting comparative studies that analyze the crisis management styles and outcomes of male and female leaders could yield significant insights. Moreover, conducting thorough and detailed case studies of firms that have effectively managed crises with women in leadership positions could provide valuable insights into the practical implementation of these abilities and methods. By further exploring the distinctive capabilities and possible constraints of women's crisis leadership, we can enhance companies' ability to utilize this precious asset and promote more comprehensive and robust crisis management strategies. In light of the escalating and uncertain global issues, the demand for crisis leadership that is diverse, sensitive, and collaborative will only grow more essential.



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