Communication Organization of "Salima Mazari" Governor Charkint Afghanistan on the Conflict Against the Taliban

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Abstract

The creation of a harmonious relationship within an organization becomes the most crucial part of the process of achieving organizational goals. Cooperative relationships in an organization begin with communication and interaction between members, in addition to having an attitude of responsibility, honesty, broad-mindedness, and the courage to make decisions. Furthermore, a leader in an organization must maintain good communication skills. A similar case happened under the leadership of Salima Mazari as Governor of Charkint Afghanistan during the conflict in Afghanistan with the Taliban group. As a leader, Salima must be competent to defend her citizens and survive. Thus, communication makes it essential for Salima to communicate with government officials and the community. This study aimed to determine the communication pattern of Salima Mazari as a leader in Charkint, Afghanistan, an area that is being hit by a prolonged political conflict. The data collection method used in this research is a literature study with secondary data that discusses the managerial and leadership style of Salima Mazari as the Governor of Charkint Afghanistan during the conflict that hit Afghanistan by analyzing his motivation and leadership style. The theory used is organizational communication theory. Based on the results of this study, Salima Mazari tends to have a managerial and leadership kind of "Inviting Participants."

Keywords: Communication Management, Leadership, Afghanistan

Introduction

Afghanistan is known as a country that has been ravaged by wars, both wars caused by the conquest of other kingdoms in the BC era (BC) to the invasion of other countries in the early 19th century. Afghanistan has never been peaceful until now because it has always been targeted by several countries to be made part of their country(Maulani, 2002). This condition was then exacerbated due to prolonged conflicts due to civil wars and inter-ethnic disputes until the emergence of the Taliban regime. During the period of the Soviet Union's invasion of Afghanistan in 1978 and after the civil war (1992-1996) and the Taliban period (1996-2001), seven million Afghans were forced to flee their country and live as diaspora, mainly in Iran, Pakistan and some neighboring countries. and also in the West(Rostami-Povey, 2014). We can say that the people of Afghanistan live a hard life full of conflict. Unsafe conditions cause residents to feel afraid and insecure in their own country. The hardships of life in their homeland have forced the people of Afghanistan to become refugees and try to find a better life in a new place. A new life in the destination country requires the people of Afghanistan to adapt quickly to survive and build a better life in a new place.

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The country of Afghanistan is currently under the leadership of the Taliban powers. Under the rule of the Taliban, the Afghan people feel anxiety and always feel threatened, especially women. After the Taliban took control of Afghanistan, the lives of Afghan women changed for the worse. The rights and freedoms of Afghan women are severely restricted in their activities in the public sphere. Under the rule of the Taliban, women became second-class citizens and did not recognize gender equality. All activities usually carried out in the public domain can no longer be carried out freely. Taliban created and executed various strict rules to limit women's movements in the public sphere.

Restrictions on women's rights in various fields continued to cause many protests and demonstrations by women in Afghanistan. The climax occurred when Salima Mazari, a female governor in Afghanistan, was arrested by the Taliban. On Wednesday, 18 August 2021, the woman who graduated from Tehran University, Iran, was arrested by the Taliban. Salima Mazari is the Governor of Charkint in northern Afghanistan, with a population of more than 30 thousand people. This 41-year-old woman has been the leader of the frontline militant forces fighting the Taliban since 2019. When the Taliban withdrew and Afghanistan began to stabilize, Salima was appointed Governor in 2018. She even became one of the women who played an influential role in Afghan politics, which men dominate.

When many of Afghanistan's political leaders fled because the Taliban had taken control of Kabul, Salima Mazari survived until her district fell into the hands of the Taliban. Salima Mazari's figure proved that women also have the power to protect the country and have the potential to become crucial leaders. A woman leader in Afghanistan with the full support of the people is impressive and rare in Afghanistan because the Taliban are vehemently opposed to women appearing in public, furthermore being a leader. The Taliban do not hesitate to use force against anyone who opposes them.

Mazari is also a member of the Hazara community, most of whom are Shia Muslims, which the Sunni Taliban considers a heretical sect. They have been frequent targets of attacks by the Taliban and ISIS, including at a capital school in May, which killed more than 80 girls. Half of the district nominally ruled by Mazari was already under Taliban control, so she spent a lot of time recruiting fighters to defend the rest.

News about the arrest of Salima Mazari was broadcast by television Journalist Nadia Momand in Afghanistan via her Twitter account on 18 August 2021, as seen in Figure 1 below.

Nadia Momand
@NadiaMomand

Know her name #SalimaMazari
When many Afghan political leaders fled, Salima stayed to fight. As one of the first female district Governors in Afghanistan, she took on the Taliban & resisted until the end. She has reportedly been captured. Pressure to free her!! #FreeSalima

Figure 1. Nadia Momand's Twitter Post
Source:https://twitter.com/nadiamomand/
status/1427729588487065605

The arrest of Salima Mazari sparked various responses from the people of Afghanistan and even around the world. The demeanor of Salima, who persisted when all other officials chose to flee from their territory, indicates the mindset of a responsible leader. From this incident, Salima tries to communicate the meaning of struggle to her people. Salima communicated to her

people to participate in fighting the Taliban by all means. Salima played an essential role in recruiting residents who were initially afraid of the Taliban to become more confident and finally voluntarily joined Salima to fight for their freedom.

Communication activities within an organization have important objectives, one of which is to build trust and a sense of mutual care and understanding from a common experience among fellow members of the organization, which at this time is extensively needed in corporate relations. Public trust in their leaders can strengthen the relationship between them. This trust is essential in the government sphere.

In this case, Salima's organizational communication was to invite and set a role model to motivate the community to fight the Taliban. This communication can increase the community's active role, trust, and care among others, as well as the community's behavior toward the situation in Afghanistan.

From this case, researchers are interested in analyzing the organizational communication of Salima Mazari's leadership in Charkint, Afghanistan, when the conflict-hit in August 2021. This study aims to discover how organizational communication was carried out by Salima Mazari, a leader from a region that was being hit by the conflict.

Method

The data collection method used is a literature study with secondary data types. The data obtained were analyzed and then resulted in conclusions. Literature study is another term for literature review and theoretical review. Research in this method is carried out based on a paper in which a research result has been published (Dew, 2012).

The data used in this study are news and information related to Salima Mazari from online news portals and official websites, biographies of Governor Salima Mazari's Leadership and the Charkint community in Afghanistan, and data related to the conflict that occurred between the people of Afghanistan and the Taliban in 2021. As for strengthening the analysis using related literature reviews on Organizational Communication.

Results And Discussion

A. Organizational Communications

Communication is an essential need in human life. Humans need communication to transmit and or receive information. According to experts, communication is a process of sending and receiving symbols with meaning (Nelson & Quick, 2006). Communication can occur anywhere, anytime, and with anyone. Likewise, it is necessary to equalize perceptions and express opinions in an organization's communication relationship.

Organizational communication is the most common way to send and receive different hierarchical messages within associations, both in formal meetings and informal meetings within organizations(Evi Zahara, 2018). On the part of a specific organization, the delivery of messages to the communication unit is called organizational communication. As stated by Hafied Cangara, communication is based on the Latin word "communis," which means building togetherness(Simamora, 2020). A creating meaning step is because of the interaction in creation, maintenance, and organizational

change (Evi Zahara, 2018). In this definition, Organizational Communication is a method involved with creating and trading messages within an associated organization among members to overcome uncertain or ever-evolving conditions. An arrangement and understanding of messages between communication units important to a particular association can characterize organizational communication.

B. Leadership Communication Style Model

A chairperson's leadership style varies based on specific desires and goals. Furthermore, leadership style can determine the success of a leader's communication. A good leader will focus on fulfilling promises, rewards, and support to provide motivation.

A theory of managerial style and leadership is prevalent, precisely an approach stated by Likert (1967). In Likert theory, there are four managerial styles or systems: Absolute Ruler, Semi-absolute Ruler, Counselor, and Participant.(Pace, RW, & Faules, 2001). The Likert approach is also used in political or government agencies, as described in Susanto's book "Political Communication: Messages, Leadership, and Audiences" (2013). Four managerial styles or systems, according to Likert's theory, precisely:

a) Absolute Ruler

This style is based on the presumption that leaders provide complete learning and close supervision of employees. This method is considered the right step in providing enthusiasm for employees in the form of fear and alertness. The interaction between superiors and subordinates is minimal in this style. All policies originate from leaders, and

communication records to subsidiaries are limited to ordering and ordering.

b) Semi-absolute Ruler

This type is authoritarian but also supports upward communication to give opinions and even express complaints experienced by subordinates. But conversations between levels in an organization can only be carried out officially. Interactions that are straightforward and free are rare in this style.

c) Advisor

Interactions that arise on a personal to moderate level between leaders and subordinates rise in this style. Instructions work either from up or down but with more emphasis on commands from the top down. In this case, the leader gives a lot of trusts even though it is not absolute, and the nature of confidence in employees.

d) Inviter

The nature of this style is sportsmanship, which has achievements so that the organization can run well through the active participation of employees. Organizational member of orders is carried out in all directions, and control is carried out at every level. Each member can interact openly, freely, frankly, and without fearing punishment.

C. Motivation

The most prevalent issue related to the fields of communication, management, and leadership, is motivation. Motivation can ascertain why people can do something by pouring all their energy. Motivation is an essential condition that can encourage someone to act. One of the most influencing factors of motivation is need(Pace, RW, & Faules, 2001). Several theories regarding

motivation state that needs are the strongest drivers of human behavior. Needs are essential to fulfill a condition. All behavior that is carried out is a self-response to satisfy requirements. Alderfer (1972) put forward three categories of needs in the ERG theory: Existence, Relatedness, and Growth.(Pace, RW, & Faules, 2001). Reality is related to physiological conditions such as hunger, thirst, material things, etc. The need for attachment is associated with the correlation carried out on several people considered essential, such as family, friends, and co-workers. The need for growth is related to the desire to be productive with all the abilities one has.

Humans need communication in life because humans need other people to interact with and help with difficulties. In addition, communication is also essential in daily activities in society to create harmony and avoid conflict(Evi Zahara, 2018). In governance, communication is needed, especially for a leader. Communication can build trust between the public to the government.

According to Devito (1978), group communication occurs to individual needs. It is an essential factor because, through mutual interaction, a collection of information is obtained to overcome individual and group problems. Meanwhile, Littlejohn (1992) stated that group communication is a way of thinking together quickly in a compact in-group.

A leader must have a sense of responsibility, honesty, broad-mindedness, and the courage to make decisions and can communicate. Communication skills can determine a leader's success in influencing their members or others. Trust can be formed when the leader proves his communication skill. Salima Mazari provides an example of a leader who builds effective communication with her members without violence and coercion.

Quoted from The Guardian (2021), Salima Mazari is a Governor of Charkint in northern Afghanistan, with a population of more than 30 thousand people. When the Taliban retreated, Afghanistan began to stabilize, and Salima Mazari was appointed Governor in 2018. Salima has been the leader of the frontline militant forces fighting against the Taliban since 2019. She has even become one of the women who play a crucial role in Afghan politics, which men dominate. Based on the information from The Guardian, Salima stated that when she was in his office in Charkint, she had to take a weapon and join the battle.

In 2021, the Taliban were back in control of Afghanistan, and Taliban forces reportedly arrested Salima. Detikcom quoted in August, in the first week, in which half of the district's leader Salima Mazari was under the control of the Taliban. Salima bravely recruited 600 residents to provide district defense. The community is one of the last to be established, precisely before the country was in the Taliban's hands. News of Salima Mazari's arrest was first reported by television Journalists in Afghanistan Nadia Momand via her Twitter account on 18 August 2021.

"Know her name is #SalimaMazari. While many of Afghanistan's political leaders fled, Salima stayed behind to fight. As one of Afghanistan's first female district governors, she fought the Taliban & fought to the end. He is reported to have been arrested. Pressure to release her!! #FreeSalima".

Table 1. Nadia Momand's Twitter translation

Salima Mazari's arrest was because she persisted when other officials chose to escape and run away. Salima shows a responsible attitude towards her position as a leader who will not leave her people during the conflict that has hit Afghanistan.

The behavior shown by Salima Mazari gave a message to the public about her courageous and responsible leadership attitude, which later became the "inviter-partner" style. According to Pace, RW, & Faules (2001), this style has a supportive type, which has achievements so that the organization can run well through the active participation of its members, as Salima did for the community. In this style, information received by society goes in all directions. Everyone can communicate freely, openly, and frankly without fear of punishment.

Salima carries out open communication in which all its members and even the public can receive the message she communicates through her actions, following the assumptions of the "Inviter-partner" theory (Pace, RW, & Faules, 2001). Besides that, Salima Mazari recruited 600 people to provide district defense when Taliban forces controlled her territory.

Salima shows equality in which every member or citizen has the same rights, namely independence, and has the same obligation to defend their country. Furthermore, Salima also gave the public a message about the ongoing Afghanistan conflict and how they are currently there through news reported by Nadia Momand on her Twitter account.

To analyze Salima's motivation of needs when struggling against the Taliban it is relevant to the three conditions in the ERG theory put forward by Alderfer (1972):

Existence, Relatedness, and Growth.(Pace, RW, & Faules, 2001).

1. Existence

When the conflict in Afghanistan transpired, power was taken over by the Taliban. This power transfer triggers feelings related to physiological needs, such as an insecure place to live, an insecure environment, and a sense of being constrained by others. These feelings motivated Salima to fight against other parties who were considered threatening. Salima's actions show the category of existence in terms of physiological needs.

2. Relatedness

Salima is motivated in terms of attachment to the Charkint people of Afghanistan because she has a responsibility as a regional leader. Salima attaches great importance to her commitment to protecting the region and its people. In this category, as a leader, Salima has a highly caring attitude to maintain sympathy, care for each other, support each other, and work together, especially in challenging situations, to make choices on complex issues.

3. Growth

Salima's decision to stay afloat is related to the goals and results to be achieved. The Afghan people's freedom from the conflict became Salima's motivation to combat with all her abilities. Salima hopes her actions can produce something positive for the enthusiasm and hopes of the people, especially in Charkint, Afghanistan.

A leader who succeeds in influencing others is determined by his communication skills. Communication that runs well will be effective and contribute to a sense of trust

among organization members. According to Zahara, E. (2018), effective organizational communication is not taken for granted. Effective communication should be developed and built due to a leader's and their members' efforts.

Leadership in an organization can be achieved by internal communication regarding strategic material. In internal communication about strategic material, the leader must communicate the organization's vision, mission, and strategy to his followers. The leader should have adequate communication skills to achieve the purpose of an organization (Manalullaili, 2015).

Communication is essential to everything in all life aspects, especially for leaders responsible for transferring meaning and persuading and influencing people(A. Mulyana et al., 2019; Pace, RW, & Faules, 2001). Communication means sending information from one person to another or a group to another. Leaders with communication skills will understand the communication process and deliver messages using the proper techniques and strategies(Zuwirna, 2016).

Leaders who can communicate using written and spoken language in giving messages will achieve success in sharing with their followers(Nasuka et al., 2020). Sometimes, leaders need help to transfer information due to communication barriers. Obstacles usually come because of misinterpretation. Communication effectiveness may be an indicator of being an excellent leader. Leaders are communication champions to communicate, convey information, and persuade and influence people. Leaders must know about ways to improve communication and find ways to remove communication barriers.

Conclusion

In leadership, communication is fundamental to achieving a sense of belongingness. Effective communication can determine success in achieving goals in an organization. Therefore, a leader must have good skills when interacting verbally and even non-verbally. Good communication can motivate others, and it will complete the delivery of messages or information to be distributed will be appreciated in a pleasing pattern. Leaders with potential in practical communication skills can stimulate someone to participate with the people they lead. In the case of Salima Mazari, the message she conveyed through her actions and fighting established an example and role model for her citizens and the wider community.

Every action and decision of a leader has a motivation behind it. In this case, Salima has a basis in terms of physiological needs, attachment to the community she leads, and productivity to achieve goals and expectations from this behavior. By adhering to the "inviting-participating" managerial and leadership style from Likert's theory (2001), Salima reveals equality in which each member or citizen has an equal right, namely independence, and has the same obligation to defend their country.

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