

Commissive Speech Act in Job Interview: How Applicants Depict Good Leader Characters in Response to Situational Questions

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Abstract. In job interview, applicants are occasionally asked to visualize an imaginary job scenario and explain what they will do in that situation. Similarly, in interview and public test of Corruption Eradication Commission (KPK), leader candidates were asked such kind of situational questions. Their selection of responses for such question will reveal who they are. They can portray not only the job competencies but also good characters in leadership. Data in the form of commissive utterances were collected from interviews involving leader candidates of KPK obtained from the Ministry of State Secretariat of the Republic of Indonesia's Youtube channel. In the corpus, promising acts were identified as the most-used commissive speech act in response to situational questions. Female candidates more frequently implemented commissive than male. There were three forms of commissive speech act in the interview test, namely: making a promise, expressing capability, and intent. With commissive speech act, the finding further revealed that both female and male candidate leaders showed element characters such as passionate, demonstrative initiative, strive for excellence, collegial, continuous learner, transparent, socially responsible, accepts consequences, brave, confident, purposive, future-oriented, optimistic, and creative.

Keywords: commissive, job interview, gender, leader character, situational questions

1. Introduction

Traditional definitions of interviews as "gatekeeping" involve a brief meeting of two persons who would ordinarily be strangers, where one of them has the power to decide something that may affect the other's future (Erickson & Shultz, 1982 in Lipovsky, 2010). The 'gatekeeping' meeting is an asymmetric speaking situation in which a representative of a social institution looks for information about the lives, opinions, and behaviors of those outside the institution to support the granting of institutional advantages. In the asymmetric aspect of job interviews, the interviewer's power affects the evaluation at the end of the interview to recommend whether the candidate passes (Schiffrin, 1994 Lipovsky, 2010). Meanwhile, job applicants try to show their best efforts and show a

suitable profile to be accepted for a job (Van De Mieroop & Schnurr, 2018). In a job interview, there is a personal interaction procedure whereby one or more persons question others verbally and then assess their responses to ascertain whether they are qualified to make decisions regarding their jobs (Levashina et al., 2014).

In evaluating job interviews, hiring managers have indicated that most jobs require not only technical knowledge and competence but also a certain level of language proficiency (Vincent, 2020 in Ramalingan et al., 2020). The same thing was confirmed by other scholars (Archer & Davidson, 2008; Jiang, 2013) that employers use job interviews to evaluate and appraise prospective employees not just in terms of professional skills and collaboration or leadership skills, but also in terms of language skills and effective communication.

Communication that works Investigation of speech act choices and their perlocutionary implications can help government officials promote good governance (Akinkulere & Ariyo, 2015). Studies regarding speech act involving leadership was previously conducted focusing on directive speech acts (Ramayanti, 2016; Santoso, 2013) and assertive and directive speech acts (Massoudi, 2017). It is essential to examine speech acts in job interviews with a focus on commissive speech acts, or speech acts that speakers understand to bind themselves to future actions (Yule, 2006). Commissive speech acts have been studied in the domain of political discourse and debate (Al-Bantany, 2013; Andrasari, 2017; Habiburrahman, et al, 2020; Herfani & Manaf, 2020). Yet, previous studies suffer from limitation that they have not investigated commissive speech acts from a gender perspective. Meanwhile, previous studies examining commissive speech acts from a gender perspective (Prayitno, 2009; Siswana & Sriyanto, 2020; Nabila et al., 2021) have not portrayed representations of leadership characteristics of different genders.

The foundation of effective leadership is character, which is a confluence of qualities, personality traits, and ideals that affect how leaders act in different situations (Seijts et al., 2015, 2017; Seijts & Gandz, 2018). Literature on gender differences in leadership shows that there are two different views that there is no difference in leadership (Foels et al., 2000; Kanter, 1977; Powell, 1990) and there are differences in leadership styles of different gender (Holmes, 2006; Lippa, 2005; Schnurr, 2009; Kim, 2013; Peterson (2018).

Candidate's personality (Tan et al., 2016), self-representation (Lipovsky, 2010), and leadership (Jiang, 2013) are observed during job interview evaluations. Therefore, Commissive speaking acts that exemplify characteristics of good leaders can also be evident in job interviews, for example, while answering situational questions, which require applicants to imagine a job scenario and describe what they will do if they are in that situation (Campion et al., 1997).

2. Method

This qualitative research focused on the analysis of commissive speech acts in interviews and public examinations of the candidates of KPK commissioners with a sociopragmatic approach. Data were in the form of speeches or conversations between the National Selection Committee (Panselnas) and the candidates of KPK commissioners in interviews and public examinations in which there were commissive speech acts and

their context. The research source was in the form of a document (orthographic transcription containing commissive speech acts of the candidates of KPK commissioners) in the following youtube links:

Table 1. Research Data Sources

No.	Candidates for KPK Commissioners	Link
1.	Alexander Marwata	https://www.youtube.com/watch?v=5luHMmnM_gM&t=25s , 29-08-2019
2.	Nurul Ghufron	https://www.youtube.com/watch?v=Mp2BF6bjNEk 29-08-2019
3.	Supardi	https://www.youtube.com/watch?v=XZ8g8VTRdlc 29-08-2019
4.	Lili Pintaui Siregar	https://www.youtube.com/watch?v=gLgbL27ETKQ 29-08-2019
5.	Sri Handayani	https://www.youtube.com/watch?v=FDNwTKedst0 29-08-2019
6.	Neneng Euis Fatimah	https://www.youtube.com/watch?v=eqBT4CA0TeY 30-08-2019

The data collection technique used was note-taking (orthographic transcription). The data collection method was observation method with uninvolved conversation observation technique and writing technique. The data were evaluated using Santosa (2021)'s content analysis phases, which were based on Spradley (1980) and Miles and Huberman (1992), and covered domain, componential, and cultural themes analysis. The X-axis was the domain, and it included gender variables (female and male) as well as commissive speech acts. The y-axis, however, was a taxonomy with character dimension and leader character elements.

3. Results and Discussion

In the interview and public examination of the candidates for KPK commissioners, 53 utterances of commissive speech were found with three functions, namely promising, expressing willingness, and intending which is illustrated in Figure 1.

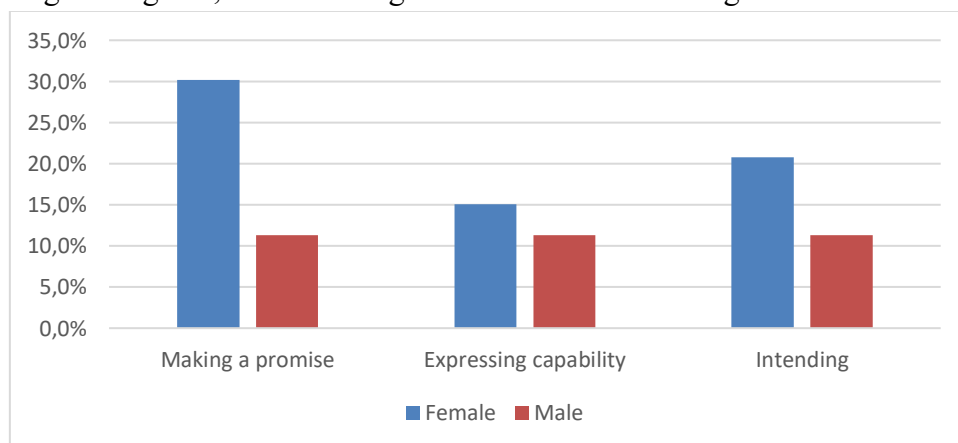


Figure 1. Commissive Speech Acts of candidates of KPK Commissioners in Interviews and Public Examinations

The data shows that the three functions of commissive speech acts are more often used by female leaders in answering questions about situational questions in interviews and public examinations of candidates for KPK commissioners. Female candidates realized more commissive speech acts in 35 utterances (66%) consisting of 16 utterances of promise (30.2%), 8 utterances of expressing capability (15.1%), and 11 utterances of intending (20.8%). While male candidates exposed 18 utterances (34%) consisting of 6 utterances of promise (11.3%), 6 utterances of expressing capability (11.3%), and 6 utterances of intending (11.3%).

(1) Making a Promise

The commissive speech act of making promise is carried out by the speaker by stating a promise to do a job requested by someone else (Andrasari, 2017). Meanwhile, Al-Bantany (2013) states that a promise is a person's verbal commitment to do or not do something in the future, for example with strategies to express intentions, offer solutions, and express desires. Thus, the speech act of promising is expressed by making a promise to do something with a commitment to keep what has been said. Commissive speech acts of making a promise were used more by female candidates with 16 utterances (30.2%) compared to male candidates with 6 utterances (11.3%). Below is an example of an utterance by a male candidate:

- (1) Dr. Mualimin : Are you sure you can do that?
Supardi : *I will definitely try that; I will definitely try because that is one of my dreams. So, it can trigger institutions both in terms of prevention and enforcement*

The commissive speech act of making a promise is shown by the speaker is responding to situational questions that the commissioner of the KPK will trigger the institution in preventing corruption. In the speech "*I will definitely try, I will definitely try...*", there is a lingual marker for the word 'definitely' which means to believe in something; have no doubts about something that can be relied on to come true (Hornby, 2015). Therefore, the speech with the definite word marker shows the candidate's commitment and strongly believe to do what he says (Surtikanti et al., 2022).

(2) Expressing Capability

Speech acts of stating capability intend to convey the speaker's capability or willingness to do something according to what is said (Muktadir, 2016). The speech act stated the ability of female candidates indicate 8 utterances (15.1%), while male candidates had 6 utterances (11.3%). The following examples of data show commissive speech acts of expressing capability:

- (2) Dr. Diani : If you are selected to be the commissioner of the KPK, then, there is a case involving a policeman, would you continue to adhere to the rules as the KPK investigators have arranged or did you become nervous so that the

decision you made seemed to affect how protect the policeman?

Sri Handayani : *I am the type of person who never hesitates... But if I am later accepted as a commissioner of the KPK, of course I must follow what is in the KPK and I am ready to be discharged from my position as a police officer and become a KPK commissioner.*

The statement "I am ready to be discharged from my position as a police officer and become the commissioner of the KPK" serves to show the candidate's willingness to fulfill the terms and conditions of the KPK. Thus, the speech is included in the commissive speech act stating capability which is marked by a lingual marker of the word 'ready' (KBBI, 2021).

(3) *Intending*

In contrast to Al-Bantany (2013) who includes speech acts of expressing intention as a strategy in promised speech acts, in this research, intentional speech acts are distinguished from promised speech acts because the intention is a plan or goal that is in one's mind to do something (Hornby, 2015). This is in line with Herfani and Manaf (2020) that speech act of intending show the intention or purpose of an action that is in the human mind. Therefore, intentions are distinguished from speech acts of making a promise because no commitment must be fulfilled in doing something just like in making a promise. There is a number of speech acts of intending that female candidates use more than 11 utterances (20.8%) with 6 utterances by male candidates (11.3%). The example is on the following data:

(3) Prof. Marcus : Can you explain your concept if you are later elected as the commissioner of KPK!

Sri Handayani : *Well, for that in the future, of course, I will try to implement my strategy in relation to the prevention.*

The speech act of intending is marked with the lingual marker 'will' in the speech (56) "*For that in the future, of course, I will try to implement my strategy in relation to the prevention*". "Will" is an adverb to express something that will happen (KBBI, 2021). Meanwhile, a plan is something that someone wants to do or achieve (Hornby, 2015). Thus, the speech above can be categorized as a commissive speech act of intending because the candidate communicates the speech that is in his head to perform an activity to put it into action.

Furthermore, in interviews and public examinations of the commissioners of the KPK, they are eight dimensions of the character of a good leader and 14 related character elements based on the framework of Seijts et al. (2015), Seijts et al. (2017), Seijts and

Gandz (2018) through the use of commissive speech acts in responding to situational questions.

Table 2. Character Dimensions from Commissive Speech Acts by Gender

Gender	Commissive	Character Dimension													
		Dri			Col	Hmi		In	Jus	Acc	Cou		Trans		
		P	D	St	C	Con	T	Sr	Ac	B	Cf	Pu	Fu	O	Cr
	Making a promise	1	1	1	2	2	-	-	-	1	1	1	1	1	4
Female	Expressing capability	-	-	1	1	1	1	1	1	1	1	-	-	-	-
	Intending	-	2	-	1	1	-	-	-	-	-	3	3	-	1
Male	Making a promise	1	-	1	-	-	-	1	-	1	1	-	-	-	1
	Expressing capability	-	1	-	1	-	1	-	1	-	1	-	-	-	1
	Intending	-	-	-	-	-	-	-	-	-	-	1	4	-	1

Abbreviation:

Dri	: Drive	Con	: Continuous learner	Cou	: Courage
P	: Passionate	In	: Integrity	Cf	: Confident
D	: Demonstrate initiative	T	: Transparance	Trans	: Transcendence
St	: Strive for excellence	Jus	: Justice	Pu	: Purposive
Col	: Collaboration	Sr	: Socially responsible	Fu	: Future oriented
Co	: Collegial	Acc	: Accountability	O	: Optimistic
Hmi	: Humility	Ac	: Accept consequences	Cr	: Creative
Cl	: Continuous learner	B	: Brave		

From the data in Table 2, female and male candidates did not differ significantly in describing the elements of good character from the use of commissive speech acts in responding to situational questions. The following section contains a description of each character dimension and its associated elements.

3.1. Drive

Good leaders, who are distinguished by their energetic, initiative, strong, task-oriented nature, and the spirit to accomplish exceptional outcomes, encourage results intrinsically rather than owing to external factors (Seijts et al., 2015). Through the use of commissive speech acts in responding to situational questions, the candidates describe elements of passionate, demonstrative initiative, and strive for excellence.

3.1.1. Passionate

Leaders that demonstrate a passion for achieving outcomes and motivating others are classified as passionate in one of the drive character dimensions (Seijts et al., 2015). Passionate is defined as having or showing a strong feeling of enthusiasm for something or belief in something (Hornby, 2015). In the context of leadership, Thorgren and Omoredede (2018) argue that passionate leaders have some similarities with transformational and charismatic leadership which focuses on how leaders who share a vision and motivate followers to take an interest in tasks and results in the organization.

A leader with a passionate element (full of enthusiasm) will be an encouragement (a person who encourages, motivates, activates, excites, awakens truth/willingness for others to achieve results). The employment of commissive speech acts of promise reveals passionate character traits as follows:

- (4) Dr. Luhut : You are in the Public Prosecutor's Office for more than 10 years with a high rank as director, why don't you want to be the attorney general even though the KPK has already been criticized.
- Supardi : *At least you are with me there, I will be able to take advantage of the opportunity to give and build the KPK indirectly by maximizing the functions and roles of the KPK, it also gives strength to the officers.*

Commissive speech acts of making promises show passionate leaders because there are statements related to vision and mission that are commonly used in the drive character dimension and there are also utterances that contain motivation for others based on the concept (Seijts et al., 2015) in the speech "*to give strength to the officers*".

3.1.2. *Demonstrative initiatives*

Initiative means a new plan to tackle a particular problem to achieve a specific goal; the ability to decide and act on their own without waiting for someone to tell them what to do (Hornby, 2015). One of the elements of a good leadership character is being able to demonstrate initiative which is illustrated by behavior when someone recognizes a need and takes immediate action without being asked to do so (Seijts et al., 2017). When it comes to finding the best answers to challenges, leaders who take the initiative must choose between two options: creativity or innovation (Bruttel & Fischbacher, 2013). An example is illustrated in the following conversation:

- (5) Dr. Luhut : Please explain what you will do to accelerate it if you are elected as KPK commissioner!
- Lili : *If I am elected, the steps I will take are to accelerate,*
- Pintauli *socialize, and carry out the duties of the KPK.*

The statement "*If I am elected, the steps I will take are to accelerate, socialize, and carry out the duties of the KPK*" in responding to the situational question above show the element of demonstrative initiative character which is characterized by a leader who demonstrates an initiative to solve a problem.

3.1.3. *Strives for excellence*

Strive means activity by exerting energy, mind, or body to achieve a goal; work (actions, initiatives, efforts) to achieve something (KBBI, 2021). Meanwhile, excellence is good quality (Hornby, 2015). Character elements in the drive dimension are described by leaders who strive for excellence and have a strong desire to succeed (Seijts & Gandz,

2018). Thus, The existence of energy, body, and mind that are mobilized to achieve a higher or superior state characterizes leaders who have aspects of character striving for excellence. The representation of the character element strives for excellence in the interviews and public examinations of KPK leaders is presented in the following conversation:

- (6) Dr. Yenti : So how is it, sir, is there a paradigm for accelerating money-laundering prevention?
Alexander : ...*Well, that's our homework, Mrs. Yenti, to be more optimal later in preventive assets*

The character element of strives for excellence can be represented through commissive speech acts of making a promise with the example of the speech “*that's our homework, Mrs. Yenti, to be more optimal later in preventive assets*”. The commissive speech act shows that there is a process in expressing the speaker's desire for achievement with 'more optimal' lingual markers. This is in line with one of the important processes in the drive character dimension according (Seijts et al., 2015) which is communicating a result-oriented mission and producing more changes. The commissive speech act of making a promise is a formulation that can be used when the speaker aims to develop an idea in the form of a mission to show the achievements and changes to a process. The use of commissive speech acts shows the characteristics of the character element of strives for excellence which is characterized by a leader who can consolidate profits and produce more changes (Seijts & Gandz, 2018).

3.2. Collaboration

The character dimension of collaboration is characterized by leaders who value and actively support the establishment and maintenance of positive connections with others; who encourage open dialogue and do not respond defensively when challenged; and who can connect with others by supporting innovative ideas (Seijts & Gandz, 2018). In interviews and public examinations of the candidate for KPK commissioners, elements of collegial character were found through the use of commissive speech acts in answering situational questions.

3.2.1. Collegial

Collegial leaders are those who actively seek amicable solutions to conflicts (Seijts et al., 2017). Meanwhile, collegiality is considered an assimilation process in which personal perspectives are encouraged to become part of a shared vision with built-in synergy (Singh, 2013). Elements of collegial character can be represented by the use of commissive speech acts of intending as follows:

- (7) Al Araf, MT : What is your strategy to raise awareness so that the LHKPN (State Administration Wealth Report) is carried out within the framework for the leadership?

Neneng : We will invite all leaders of institutions and ministries. If necessary, we campaign it every day, LHKPN, LHKPN.

Collegiality is indicated by the lingual pronominal marker 'we'. According to the KBBI (2021: 733), 'we' are pronouns that talk together with other people (not including those who are spoken to). Commissive speech acts of making a promise with lingual markers 'we' imply that the speaker is a member of an organization that incorporates others in all steps and decisions.

3.3. Humility

The dimensions of the lead character of humility refer to individuals who understand the value of being intelligent in scrutinizing their own beliefs and ideas, recognizing their own mistakes or omissions in order to make corrections, and not thinking of oneself as more important or unique than others by understanding and valuing others' talents and contributions (Seijts & Gandz, 2018). The character element of the continuous learner is represented by the commissioner candidate of KPK in interviews and public tests by using commissive speech acts in responding to situational questions.

3.3.1. Continuous learner

The character element of the continuous learner is characterized by a leader that is willing to learn from others at every opportunity (Seijts et al., 2017). Continuous learner character elements can be represented by commissive speech acts stating the following abilities:

- (8) Dr.Yenti : Some doubt that because they have never been investigated, let alone corruption investigations. They only focused on domestic violence, so what makes the committee believe that it is appropriate for the KPK? Please
- Sri Handayani : Well, if there are cases, I have to study more deeply to carry out the case title.

The utterance “*I have to study more deeply to carry out the case title*” in the context of the conversation above represents the character element to use the opportunity to learn continuously.

3.4. Integrity

Leaders who have a character dimension of integrity are those who adhere to high moral standards and behave consistently with their personal values and beliefs and in accordance with ethical standards even in difficult situations (Seijts & Gandz, 2018). In interviews and public examinations, commissive speech acts in answering situational questions represent character elements of transparency.

3.4.1. *Transparent*

Transparent means allowing others to see the truth easily (Hornby, 2015). Vogelgesang (2008 in Norman et al., 2010), transparency of leaders and subordinates is characterized by Interaction with varied important information, being open to offering and receiving feedback, being honest about motives and reasons for acts, and exhibiting consistency between words and actions. Transparent leaders are needed in challenging situations to demonstrate integrity (Seijts & Gandz, 2018).

(9) Dr.Diani : I see that there is a difference in the balance. If you were the leader, you will report to the LHKPN, won't you?

Lili Pintauli : *Yes, Ma'am.*

The statement '*Yes, Ma'am*' shows the ability to follow what the chair panelist requested to carry out all the interview processes. The commissive speech act states the ability of the candidate to represent a willingness to submit LHKPN which shows character elements of transparency that are marked by openness or the absence of things being covered by a leader.

3.5. *Justice*

The character dimension of justice is characterized by leaders who ensure that individuals are treated fairly and that the consequences are proportional to their contributions, allow others to voice their opinions about the process, provide proper and honest explanations for decisions, and try to correct mistakes both inside and outside the organization (Seijts & Gandz, 2018). The socially responsible character element is one of the dimensions of this character that is found in responses to situational questions.

3.5.1. *Socially responsible*

Someone responsible has a task or an obligation to perform something or take care of something so that they can be held accountable if something goes wrong; they may be trusted or relied on for vital work (Hornby, 2015).

(10) Dr.Diani : What kind of model would you bring if you were the commissioner of the KPK?

Nurul Ghufron : I feel that my life is a part of it. Thus, any positions I will take *later will also be part of what I must be responsible for.*

The commissive speech act of making a promise "*later will also be part of what I must be responsible for*" shows a socially responsible leader who accepts social burdens due to his position.

3.6. *Accountability*

The character dimension of accountability is described by a leader who willingly accepts responsibility for decisions and actions, steps up and takes ownership of challenging issues, and provides hope in difficult situations. Therefore, leaders who are

seen as effective are promoters of change who are ready to bear the consequences (Seijts & Gandz, 2018).

3.6.1. *Accept consequences*

The term "consequences" refers to the outcome of an event (Hornby, 2015, p.314). Accepting the repercussions of one's actions or stance is a trait of a leader with the character of accepting consequences. This character element is shown from the use of commissive speech acts of expressing capabilities:

- (11) Prof. Harkristuti : OK, sir, yesterday there was a candidate for the commissioner of the KPK who stated that it is better if the members of KPK are all employees. To be independent. That means if he is a police officer who joins the KPK, he should stop being a police officer. If he is a prosecutor, he should stop being a prosecutor, do you agree.
- Supardi : *If we talk about the law in Articles 21, umm 39, it has already been said that the investigator from the police should put down his position.*

The statement "*should put down his position*" also describes the consequences that must be taken by the candidate when he becomes the commissioner of the KPK according to the law. Thus, the commissive speech act of expressing capability describes the character elements of the candidate of the commissioner KPK who can accept all the consequences for the decisions he chooses.

3.7. *Courage*

A good leader does the right thing even if it hurts him personally and demonstrates perseverance in dealing with challenging situations (Seijts & Gandz, 2018). Commissive speech acts in responding to situational questions can represent character elements of courage and confidence.

3.7.1. *Brave*

Bravery is the willingness to do difficult, risky, or painful activities without fear (Hornby, 2015). Courage means having a strong heart and great confidence in the face of danger, difficulties, etc; strong; and power; tough (KBBI, 2021). The character element of a brave leader can be seen from the relationship pattern of commissive speech acts expressing capability:

- (12) Al Araf, MT : Are you brave enough to reveal corruption cases in the taxation sector if you become a KPK commissioner in the future?
- Neneng : *Insyallah I am*

3.7.2. *Confident*

Confidence is the belief in one's capacity to accomplish goals (Hornby, 2015). Confident leaders are characterized by confidence in their abilities and success in doing something. The character element of confidence is seen from the use of the commissive speech acts of making a promise as follows:

The commissive speech act promises to describe the character elements of the confidence is in the following data example:

- (13) Dr. Mualimin : Are you sure you can do that?
Supardi : *I will definitely try that, I will definitely try because that is one of my dreams so I can trigger institutions both in terms of prevention and enforcement*

The statement '*I will definitely try that*' shows the confidence in his ability to trigger institutions to coordinate in eradicating corruption if he is selected.

3.8. *Transcendence*

The character dimension of transcendence permits leaders to see the broad picture and take a long-term approach that focuses on the future rather than pursuing momentary wisdom (Seijts et al., 2015). Character elements in this character dimension are found in the use of commissive speech acts in responding to situational questions. They are purposive, future-oriented, optimistic, and creative.

3.8.1. *Purposive*

Purposive refers to something that has a defined goal and should be accomplished (Hornby, 2015). A clear expression of purpose can be observed in a purposive leader. It is presented by the use of commissive speech acts of intending such as in the following example:

- (14) Dr. Diani : My question is, what will you do if you were the commissioner of the KPK?
Nurul Ghufroon : We will focus on prevention; prevention will be the main thing for the time being.

3.8.2. *Future-Oriented*

Future-oriented leaders have the ability to envision many future scenarios (Seijts et al., 2017). Leaders who have a future-oriented character can be seen from the use of commissive speech acts that intend to address a problem and formulate a plan of action for the future. Speech that describes character element of future-oriented is in the following data:

- (15) Prof. Marcus : Can you explain your concept if you are later elected into the part of KPK leadership?
Sri Handayani : *In the future, of course, I will try to implement my strategy in relation to the prevention.*

Furthermore, female leaders in Prayitno (2009) have a tendency to use commissive speech acts compared to male leaders, especially promises. The result of this study were also found in the interviews and public examinations of the KPK commissioners, which showed that female candidates realized more commissive speech acts than male candidates especially in promising, because they tended to show interest in commitment by focusing more on interpersonal relationships. This is in accordance with the opinion of Eckert and McConnel-Ginet (2003) which states that a promise represents a commitment made by the speaker with a real purpose to benefit the interlocutor.

In interviews and public examinations, when the candidates responded to a situational questions, female candidates preferred to accomate the panelists' requests and expectations and sought more social support by providing confidence in the panelists to be able to accept and fulfill what has said by using commissive speech acts. This is of course very useful in interview situations where there are questions related to future behavior, so that the response in the form of commissive speech acts shows that female leaders have tendency to prefer giving benefit to panelists, being accomodating, pleasant, and showing seriousness towards commitments and a desire not to make panelists disappointed with the fulfillment of the expectations of the panelists.

Female and male candidates show the character qualities of a good leader with commissive speaking acts that are not notably different. Both candidates described character elements such as passion, initiative, striving for excellence, collegiality, continuous learning, transparency, socially responsible, accepting consequences, courage, confidence, purposeful, future-oriented, optimism, and creativity. These findings are different from the results of research summarized by Peterson (2018) which shows differences in the character of male leaders who are more courageous and confident, while women tend to be collaborative, optimistic, creative, and innovative. Thus, the results of this study indicate a shift in stereotypes in the leadership of different genders. Through commissive speech acts in answering situational questions in interviews and public examinations, it was found that female candidates also showed character elements of courage and confidence like males, while male candidates also showed character elements of enthusiasm, initiative, optimism, and creative like a female.

4. Conclusion

In answering situational questions, a response in the form of speech acts is needed to provide an overview of what the applicant will do regarding the applied work situation. Through commissive speech acts, the candidates demonstrate the ability to identify and respond to situational questions that represent their character in leadership. The female and male candidates' commissive speech acts of making a promise, expressing capability, and intention did not represent differences in the character elements of a good leader. Both of them showed character dimensions such as drive, collaboration, humility, integrity, justice, accountability, courage and transcendence.

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