



## **The Portait of Erick Thohir's Transformational Leadership on Instagram**

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### **ABSTRACT**

Being a competent leader especially is a governmental office is essential. Transformational leadership is one of leadership styles that can be applied when someone becomes a leader. Erick Thohir, Indonesian Minister of State-Owned Enterprises can be included as the leader who applies transformational leadership. Through Instagram, Minister Erick frequently posts his work on Instagram and demonstrates his concern for Indonesian society. Consequently, Instagram has become an essential solution in optimizing a government work system.

This study aimed to identify academically and scientifically the use of Instagram in the bureaucratic system to improve service quality based on the various information events obtained by the researchers. The method of this research is using qualitative approach. To analyze the relationship between Instagram and government bureaucracy, the researchers drew upon diverse aspects of the Transformational Leadership theory.

The object of this study is @erickthohir's Instagram account as the representative Indonesian governor. The dataset was taken from scientific articles that support this analysis. The results demonstrated that Erick Thohir had implemented Instagram effectively to express his dedication to providing outstanding service to Indonesian society. The existence of Instagram facilitates the government's access to information about the community. As a result, interactions between the government and the community become easier and more efficient.

**Keywords:** *Community; Dedication; Government; Instagram; Transformational.*

### **ABSTRAK**

Menjadi pemimpin yang kompeten khususnya di lingkungan pemerintahan sangat penting. Transformasi kepemimpinan adalah salah satu gaya kepemimpinan yang dapat diaplikasikan ketika seseorang menjadi pemimpin. Erik Thohir, Menteri BUMN dapat dikategorikan sebagai pemimpin yang mengimplementasikan transformasi gaya kepemimpinan.

Melalui Instagram, Menteri Erick sering mengabadikan cerita terkait dengan pekerjaannya dan kepeduliannya terhadap masyarakat Indonesia melalui Instagram. Oleh karena itu, Instagram dapat menjadi salah satu media penting untuk memperlihatkan sistem pemerintahan. Pada artikel ini, penulis bermaksud untuk menganalisis secara akademik dan ilmiah penggunaan Instagram dalam sistem pemerintahan untuk meningkatkan kualitas kinerja pemerintah terkait banyaknya informasi di lingkungan pemerintah. Metode yang digunakan dalam penelitian ini adalah kualitatif. Untuk menganalisis hubungan antara

Instagram dengan kinerja dalam sistem pemerintahan, penulis menggunakan teori Transformasi Kepemimpinan. Objek penelitian ini yaitu akun Instagram @erickthohir sebagai representasi dari pegawai pemerintah Indonesia.

Adapun data yang diperoleh untuk penelitian ini yaitu melalui artikel ilmiah. Hasil penelitian menunjukkan bahwa Erick Thohir menggunakan media Instagram secara efektif untuk menunjukkan dedikasi kerjanya terhadap masyarakat Indonesia. Keberadaan Instagram memfasilitasi akses pemerintah terkait informasi-informasi penting kepada masyarakat. Oleh karena itu, interaksi antara pemerintah dan masyarakat menjadi lebih mudah dan efisien.

**Kata kunci:** *Komunitas; Dedikasi; Pemerintah; Instagram; Transformasi.*

## A. INRODUCTION

Change is the only constant (Heraclitus). Given the ongoing evolution of the Web and the exponential growth in the number of Web users, this statement may appear very accurate in the world of technology. The phenomenon of social media is frequently viewed as a transformative evolution that has transformed the Web from a static environment into a Web 2.0 networked space that is dynamic and constantly evolving. The transformation is inevitable because of the vast improvements in Web technologies that enable more online connectivity and permit people to connect and communicate interactively (Mansour, O, 2013).

In recent years, social media user counts have increased rapidly and have been the subject of scientific study (Wigand et al., 2010; McAfee, 2006). This condition makes social media present in a variety of modes and channels of communication. For example, television, radio, and the press have created profiles on social networks to remind users of their existence, share the most recent program or content-related news, and represent themselves (Murinska, 2013). In addition, social media is a powerful tool for social progress. Proper etiquette is required for its use. It contributes to the cultural development of the learner. The learner's intellectual development is contingent on our society's possible social and cultural directions. After the development of all more recent forms of electronic communication and technology, such as the Internet, social networking sites, blogging, Facebook, Twitter, Instagram, etc., it gains widespread acceptance (Pathak, 2019).

Kaplan & Haenlein (2010) defined social media as a group of web-based applications that build on the ideological and technological foundations of Web 2.0 and allow for the creation and exchange of user-generated content. Social media is not only a powerful medium for connecting different groups of people, but it also creates the distance, rural-urban divide, etc. It also provides an excellent platform for sharing news, displaying

creativity, and learning more (Pathak, 2019). Due to the explosive growth of social media, citizens and political structures are increasingly using social media in political contexts (Stieglitz & Dang-Xuan, 2012). As supported by Budiyo (2015), social media can become a more effective platform for political communication in the future.

Knowledge of political issues, but not the political process, is positively associated with political news consumption on social media. Understanding political issues and processes significantly correlate with professional media consumption of political news. With the addition of professional media reporting, the influence of social media on political knowledge is also increasing. The study also discovered that political discourse strengthens the correlation between social media news and political knowledge (Park, 2019). Social media users are not constrained by their social, economic, or political status; social media and traditional mass media have distinct characteristics when it comes to disseminating information to audiences (Susanto, 2017). Furthermore, social media have spawned a new field of study (Magin et al., 2016), in which several scientific disciplines address the interdisciplinary nature of political communication as a potential area of research interest (Kaid, 2004). In addition, its transition from a static to an interactive form, in which the position between the author and the addressee can be actively altered, has created additional space for scientists and knowledge in this field (Stier et al., 2018).

Instagram is one of social networking sites that can be used for political contexts or government bureaucracy. Instagram provides a platform for sharing photos and videos. Other Instagram users can view every image and video users post. Typically, Instagram posts include a caption or photo description and a hashtag (Renata, 2021). Thus, in this study, the researchers are interested in analyzing how Instagram can be used as a medium for government bureaucracy. The portrait of Indonesian government bureaucracy is taken from Erick Thohir's Instagram account, the Minister of State-Owned Enterprises (BUMN).

Erick Thohir was born in Jakarta, Indonesia, on 30 May 1970. He was born into a family of businessmen. The name of his father is Teddy Thohir. Erick Thohir has two brothers named Garibaldi and Rika. The Astra International Group is owned by his father, Teddy Thohir, and William Soeryadjaya. Edna Thohir is his mother's name. Erick earned his bachelor's degree from Glendale University. Then, he continued his Master of Business Administration (MBA) program at the National University of California. In 1993, he earned his master's degree. Even though Erick Thohir comes from a family of businessmen, his father forbade him from managing the family business. Erick Thohir, Muhammad Lutfi,

Wisnu Wardhana, and R. Harry Zulnardy subsequently founded the Mahaka Group upon Erick's return to Indonesia. In 2001, his company acquired the *Republika* newspaper due to Erick Thohir's interest in the media industry (Crew, S., 2022).

Since holding the role of the Minister of State-Owned Enterprises, Erick Thohir has implemented numerous reforms and enhancements, not only within the Ministry of SOEs but also within BUMN. Minister Erick is primarily focused on five transformations: the digitalization transformation, the renewable energy transformation, the transformation of the mining industry, the tourism transformation, and the food transformation (Nurul, 2021).

The transformation initiated by Minister Erick includes not only reorganization but also the improvement of business models and the merger of state-owned enterprises, among others. Port SOE Merger, SOE Holding Tourism, Ultra Micro Holding, Indonesian Sharia Bank Holding (BSI), and Holding Survey Services, as well as the takeover of the Blok oil field Rokan in Riau as of August 9, 2021, by Pertamina, formerly managed by PT Chevron Pacific Indonesia (CPI), are regarded as significant achievements (Nurul, 2021). In addition, Nurul (2021) also stated that Minister Erick implemented a change within the Ministry of SOEs. Since 2019, a reshuffle of the leadership line internal to the launch of a new logo and the values of AKHLAK (Amanah, Competent, Harmonious, Loyal, Adaptable, and Collaborative) applied as an organizational value, and it has become a landmark of Erick's leadership in the transformation to serve Indonesia better.

Moreover, the transformation of human capital that they continue to implement by fostering a strong work culture, attracting top-tier talent, and enhancing the representation of women and young people in leadership positions are essential for inclusive and sustainable business growth. "One hundred per cent for Indonesia," said Erick in his letter to all Ministry of SOEs and SOEs employees on October 29, 2021, commemorating two years of his leadership at the Ministry of SOEs. In addition, the Minister of State-Owned Enterprises explained that achieving the goal was not easy, but it was a catalyst for the company's transformation (Asih, 2021).

In 2020, Erick Thohir published his new book, "Akhlaq for the Nation," which contains the SOE development plan and economic conditions resulting from the Covid-19 pandemic. The book discusses the development plan, which is anticipated to be more effective in the future due to activities and efforts to be undertaken, as well as the deteriorating economic conditions in the future pandemic from all angles (Kharis, 2015).

Due to the significant growth of their SOEs, Erick Thohir's leadership of the

Ministry BUMN is praised by many individuals and the media. Due to his discipline and firmness in leading SOEs, Erick Thohir can garner a great deal of media attention. Therefore, it is anticipated that more conducive and harmonious conditions will be established so leaders and employees can work together more effectively (Kharis, 2015).

Leadership is a style or model that leaders use to persuade their subordinates to accomplish the same tasks to achieve the stated objectives (Pasolog, 2021). Being a good and competent leader in the generation of society becomes a critical challenge for millennials in the present and future (Depi, 2018). Additionally, leadership is essential to achieving a group objective. In achieving the objective, consideration must be given to the actions of the employees who will establish a culture within the institution or organization (Burhanudin, 2018). Burhanudin (2018) also stated that the perception of leadership is crucial to analyzing the process within an organization. One leadership style that requires a leader's ability is transformational leadership, which motivates subordinates to perform better under subordinates' expectations by increasing the value of the task and encouraging subordinates to sacrifice themselves for the organization's benefit, followed by an increase in the level of subordinates' needs.

A leader needs to influence the actions of other people or workers so that they can think and act in such a way that their actions have a positive impact and contribute to the achievement of a goal. So that, in the interest of the existence of directed leadership to achieve progress toward the definite initial goal, a leadership model is necessary to demand an individual's leadership skills. A leader's leadership style is expected to be transformational to produce a change that motivates workers to improve the quality of work they have been assigned without coercion because an increase follows it in workers' needs for the better. Transformational leaders are capable of elevating their work to generate new ideas and innovative solutions to problems that are or have been encountered (Burhanudin, 2018). Thus, in this study, the researchers are interested to analyze the portrait of Erick's Thohir leadership depicted on his Instagram account, @erickthohir.

To support this analysis, the researchers drew from various aspects of Transformational Leadership theory. Transformational leadership can be defined as the process of influencing significant changes in the attitudes, beliefs, and values of followers to the point where the goals of an organization and the leader's vision are internalized and followers achieve out-of-the-ordinary performances (Bass, 1985; Yukl, 1999a; 1999b). The transformational leader endeavours to elevate the followers' higher-order needs, implying

that leaders and followers raise each other's motivations and a sense of purpose. Consequently, according to Burns (1978), transformational leaders are those who appeal to positive moral values.

According to Bass (1998), transformational leaders achieve superior outcomes through one or more of the four transformational leadership components listed below:

- 1) Charismatic management (or idealized influence). The leader demonstrates behaviour that serves as a model for the followers. Thus, followers who wish to emulate the leader develop admiration, respect, and confidence in him or her. The followers also recognize the leader's extraordinary abilities, perseverance, and determination. It is also evident that the leader is willing to take risks in pursuit of goals but does so while maintaining an ethical and moral stance.
- 2) Inspirational motivation. The leader provides the followers with a purpose and a challenge that motivates and inspires their work. In this situation, the leader encourages the followers' team spirit, zeal, and optimism. The leader engages them in a positive future vision and conveys high aspirational standards for them to meet.
- 3) Intellectual stimulation. Leaders encourage their followers' innovation and creativity by challenging established assumptions, reframing existing problems, and taking novel approaches to old problems. In this way, the leader encourages creativity and avoids responding to individual followers' errors with public criticism. Instead, the leader solicits novel concepts and inventive approaches to resolving issues.
- 4) Individualized consideration. The leader caters to each follower's need for achievement and development as a coach or mentor. The leader strives to generate new learning opportunities in a supportive environment; consequently, the leader demonstrates tolerance for individual differences, encourages some followers, establishes work patterns for others, and grants autonomy to those with more experience. In this manner, the leader establishes two-way communication processes with followers, adopts an active listening style, and delegates tasks to develop followers' abilities (Bass, 1998).

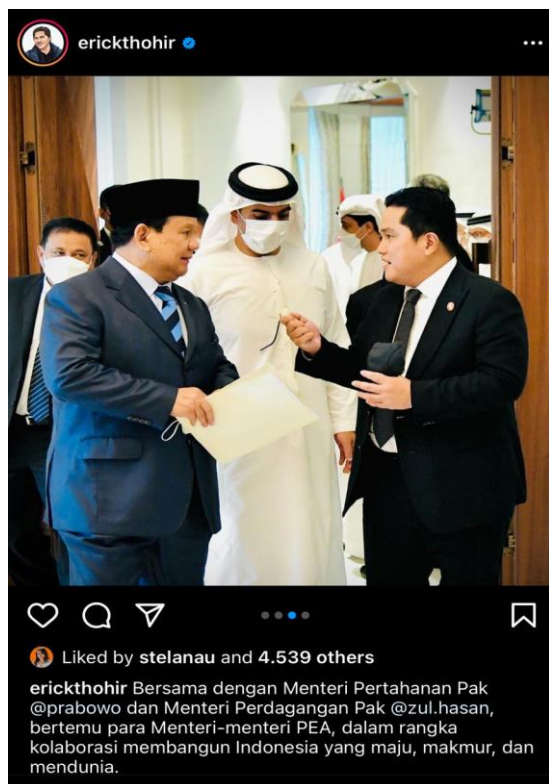
## **B. RESEARCH METHOD**

In this study, the researchers utilize a qualitative approach. This study focuses on the Instagram account of @erickthohir, the Minister of State-Owned Enterprises (BUMN). There are several stages that we did in this study. First, the authors selected the feed of @erickthohir's Instagram account that represents his leadership. Second, the authors analyzed

the feed of Minister Erick Thohir and correlated it with the theory of Transformational Leadership. The last, the authors concluded the whole observation as the portrat of Erick Thohirs' leadership.

### C. RESULT AND DISCUSSION

To observe how Instagram could be used as a medium of government bureaucracy especially the portrait of Erick Thohir's leadership, it can be seen from @erickthohir's post on his feed (Figure 1).



**Figure 1.** Minister Erick Thohir with Minister of Defense, Prabowo Subianto, Minister of Trade, Zul Hasan and other Ministers of Arab Emirates

In Figure 1, we can see that Minister Erick Thohir was with Defense Minister, Prabowo Subianto, Trade Minister, Zul Hasan and some other Arab Emirates Ministers. On his post, he stated that they met each other to collaborate to make Indonesia much more developed, prosperous, and well-known. The researchers view that his concern to make Indonesia more developed, prosperous, and great symbolize his leadership. He attempts to show his

bigintention on making Indonesia much better. Thus, the researchers view that he successfully influence readers or internet users to have the same goal like him which is making Indonesia much better. The way he shared his activity as the Minister of State-Owned Enterprises make the readers think that through collaboration and cooperation, everything will be reached.

In closer context, we can see that Minister Erick Thohir collaborated with Defense Minister, Prabowo Subianto. To continue upholding the sovereignty, territorial integrity, and safety of the nation in the face of various threats, disturbances, obstacles, and future challenges, all elements of the nation must unite. By staying together, Indonesia's defense and security are sure to get better, and the country as a whole will get stronger (*Biro Humas Setjen Kemhan*, 2021). Besides that, Minister Erick Thohir also invited Trade Minister, Zulkifli Hasan. Indonesia will emphasize the importance of international trade, industry, and investment for the achievement of the Sustainable Development Goals (SDGs) at the G20

Trade, Investment, and Industry Working Group (TIIWG). The TIIWG has the chance to make trade, investment, and industry goals a big part of achieving the SDGs in a way that includes everyone (*G20 Indonesia 2022*). Lastly, Minister Erick also invited Ministers of Arab Emirates to make Indonesia more developed. According to data compiled by the Central Statistics Agency (BPS), Indonesia's trade balance deficit in 2019 was USD 3.2 billion, a decrease from 2018's deficit of USD 8.7 billion. In 2019, Indonesia's export value only reached USD 167.5 billion, a 6.94 percent decrease compared to 2018's USD 180 billion. In terms of imports, the value decreased by 9.5% to USD 170.7 billion from USD 188.7 billion previously. Similarly, non-oil and gas exports totaled 154.9 billion dollars, a 4.82 percent decrease from 2018.

The Ministry of Trade issued several strategies outlined in the Ministry of Trade Strategic Plan 2015–2019 (Ministry of Trade, 2015) and Minister of Trade Regulation Number 46 of 2020. (Ministry of Trade, 2020). These strategies include securing export share in the main market (a redefinition of traditional markets) consisting of 20 countries based on the value of the largest non-oil and gas exports to the world in the previous year, increasing export product diversification, and expanding export destinations to prospective markets. South Asia, Africa, Latin America, and the Middle East are all potential export markets for Indonesia. The United Arab Emirates (PEA) is one of the countries selected as the entry point for Indonesian exports to the Middle East (Agency for Research and Development in Trade Policy, 2015) (Wahyudi & Sasongko, 2021).

The following analysis was also taken from Minister Erick's post (Figure 2).



**Figure 2.** Minister Erick Thohir watched *Karapan Sapi*, Madura

On his post, Minister Erick said that he was watching *Karapan Sapi*, the traditional bull racing festival in Madura, Indonesia. He also stated that this festival must be preserved as it could be an icon of local attraction. Another point that the researchers view is that Minister Erick does not only show his concern on his job as the Minister of State-Owned

Enterprises, but also appreciates any activities, effort, and struggle that Indonesians do. One of them can be seen through the trophy that the winner got on that bull racing



festival. He expressed his happiness and prayer to Minister Erick Thohir. He wished that Minister Erick would always be successful. Thus, the researchers view that Minister Erick has successfully demonstrated strong leadership.

In a closer observation, the researchers view that Minister Erick was portrayed as a minister who effectively navigates government bureaucracy. He respects Indonesian society, values Indonesian effort, and consistently encourages Indonesian society to preserve cultural events and heritage such as *Karapan Sapi*. At the end of the rainy season, the Madurese began training their cows weekly. Most of them bring their cows to the capital city stadium so they can be trained alongside other cows. Frequently, cattle are raised for racing and are well-maintained. In Madura, there are generally two different types of cattle racing. The government of Madurese organizes the most prestigious annual race. This competition is open to any cow owner who wishes to participate. The match begins in July, and bulls can be watched every week. Typically, two pairs of cows compete against one another. One match consists of four to five rounds, depending on the number of cow pairs that attend the festival (Rowe, 2001). Hence, the researchers view that *Karapan Sapi* is one of Indonesian cultural heritage that Indonesian must preserve. Through Minister Erick's post, Indonesians are encouraged to preserve this racing bull festival.

The last observation is taken on the moment when Minister Erick made prank to his subordinate in his office (Figure 3).



**Figure 3.** Minister Erick made a prank on his subordinate's birthday

On his post, Minister Erick made a prank on his subordinate's birthday named Nadya. On his post, he successfully made her cry. Nadya was not aware that Minister Erick did it intentionally. It was just a prank.

In closer overview, the researchers see that Erick Thohir is portrayed as the minister that does not only care to Indonesian society but also appreciates his subordinate. Even though he is busy, he often spends his time on making surprise to his subordinate's birthday. Thus, this transformational leadership is effectively applied by Minister Erick. Through good examples that he has done for Indonesian society, his leadership could inspire everyone to the same things like him.

#### D. CONCLUSION

To conclude, the researchers view that Instagram can be used as a medium of government portrait what the governors like the ministers have done for the society. Through Instagram' inspiring posts, they could influence others to apply positive things among others. It means, positive posts could lead positive actions just like what Minister Erick always does. Besides that, Instagram can be used as the portrait of someone's personality and leadership. From Minister Erick's posts, it could be concluded that he attempted to show his transformational leadership that could impact all sectors in Indonesia.

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