

# Seeing Jokowi, The President of Indonesia's Leadership: Case Study of Goldhaber's The Charisma Factor in Leadership Theory

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**Abstract** As the seventh and current President of Indonesia, Joko Widodo or Jokowi, has changed the face of Indonesian style of leadership. The image of modesty that Jokowi implies are seen by his choice of attires and daily activities. The president is famous for his modest attires in mostly any occasions. He usually dressed in white shirt and black trousers, his appearance does its own magic. Therefore, although he is different from his predecessors in term of way of work and mighty images, his modest charm endorses his own image and charisma to public's eyes. According to Goldhaber, charisma is playing an important role for a leader. People need to see them in a different way for him to earn certain respect. He objected Weber's thesis regarding charisma only as something heroic. Therefore, he put another two types of the charisma factor in leadership, which are anti-hero and mystic. The method used in this research case study of Jokowi's interactions with public, this research is sought to see his leadership according to Goldhaber's theory. As the result, Jokowi is seen as 'anti-hero' leader. As they dress the same with us also having the same value and attitude as what we believe. Anti-hero type is when the leader is or feels close as our own father. Jokowi, based on the thesis has that image portrayed in Goldhaber's explanation.

**Keywords** Leadership, Jokowi, Goldhaber, Charisma, Anti-hero

## 1. Introduction

Charisma and leadership are long entitled to the successful leaders. Max Weber was the first organizational scholars who discussed the personality of leaders in terms of influencing their follower. Weber was also mentioned them as having a charismatic appeal. However, it was objected by Goldhaber who later published his theory regarding the charisma factor in leadership. Goldhaber believes that charisma is more than a mere magic, gift, and hereditates. In his research, he proved that charisma can be shaped in certain ways of communication.

Joko Widodo or famously mentioned by Jokowi, the current leader of Indonesia is known for his charisma and unique way of leadership. In his era, public trust to government reaches its peak. According to Organization for Economic Cooperation and Development (OECD), in 2016, 80 percent of Indonesian people trust their government, while it was merely 28 percent back in 2006. Under his wings, the skyrocketed result proves a positive feedbacks from the Indonesian people. He has a positive public images which help to raise public's trust.

This paper is sought to answer a basic research question, which is 'How Jokowi's leadership is seen through Goldhaber's the charisma factor in leadership'. Using Jokowi's interaction with public as a case to analysis. This paper's objectives is to observe Jokowi's image through content analysis.

### 1.1. Joko Widodo, the President of Indonesia

As the seventh and current President of Indonesia, Jokowi

rose from being a businessman, to become the mayor of Surakarta (Solo), Central Java, in 2005 to 2012. Later in 2012, he moved to Jakarta and elected as the sixteenth governor of Indonesia's most populous province as the capital of Indonesia. In 2014, he took his oath as the President of Indonesia along with Jusuf Kalla as the Vice President of Indonesia.

He was born in 21 June 1961 and the first elected president without a high-ranking political status or military background. Jokowi was nominated by the Indonesian Democratic Party of Struggle (PDI-P) to run as the Governor of Jakarta with Basuki Tjahaja Purnama (also known as Ahok) in 2012 as his partner. He defeated the incumbent governor, Fauzi Bowo. However, his period was not completed since he is being nominated again by PDI-P in 2014 presidential election. In the 2014 presidential election he defeated Prabowo Subianto by winning more than 53% votes. He was declared by the General Elections Commission (Komisi Pemilihan Umum or KPU) in 22 July 2014. He is a Javanese descent from both of his parents. Jokowi was actually named as Mulyono before changing his name, a common ritual in Java. In his childhood, he and his family was evicted for three times, the experience which shapes his way of thinking and leadership regarding housing. Jokowi graduated from Faculty of Forestry at Universitas Gadjah Mada Yogyakarta in 1985, he did a research about the use of plywood. Later, he began working for his grandfather's furniture factory, before establishing his own, Rakabu. His business is expanding internationally, brought him to visit European countries and inspired him to become a politician. It all started as a vision to transform his hometown, Surakarta.

He was mesmerized after seeing the neatly organized cities in Europe while conducting a business trip there.

Therefore, Jokowi then run for mayoral election in 2005. His running mate was F.X. Hadi Rudyatmo. They won by 36.62% from the incumbent and 2 other candidates. In his era, 'blusukan' method was introduced. Indrananto (2012) stated in his thesis, "Local Leaders ad Agent: Dramaturgy on Political Communications of City Mayor Joko Widodo of Solo", that his interactive relationship with the people of Solo, made him earned their trust. Based on his experience while visiting Europe, Jokowi did adopt the development framework of European cities for Surakarta.

Summarized by an article written by Dewi and Ayuningtyas (2013), "Poor Stagnate while City Thrives". Below are Jokowi's policies during the seven years period as the mayor of Surakarta:

a. Building new traditional markets and renovating existing markets;

b. Constructing a 7-km city walk with a 3-meter wide pedestrian walkway along Surakarta's main street;

c. Revitalizing the Balekambang and Sriwedari parks;

d. Stricter regulations on cutting down trees along the city's main streets;

e. Rebranding Surakarta as a center of Javanese culture and tourism under the tagline "The Spirit of Java";

f. Promoting the city as a center for meetings, incentives, conventions and exhibitions (MICE);

g. The 'blusukan' culture, the manner in which Jokowi made impromptu visits to certain areas to listen to people's issues;

h. Prohibiting his family members from bidding for city projects, therefore suppressing risk of corruption;

i. Healthcare and education insurance program for all residents;

j. A local BRT system named Batik Solo Trans; and

k. Solo Techno Park, which helped support the Esemka Indonesian car project.

He was also recognized of successfull relocation of antique stalls in Banjarsari Garden to open more green spaces in Surakarta, without any incidents. In his term, he also emphasized the importance of engaging with community, by aappearing regularly on local television. Jokowi also notably proposed Surakarta as Heritage City to Organization of World Heritage Cities, approved in 2006. In 2008, Tempo news magazine chose him as the Tempo's Leaders of Choice. He also received a Changemakers Award from Republika newspaper in 2010. By then, his name started being considered in national polls, being the governor of Jakarta.

During his period as the Governor of Jakarta in 2012, he still regularly did 'blusukan' practice in mostly slum areas in Jakarta. He wore simple and informal clothes to approach, listen, and witness issues addressed by local residents. Jokowi also began to implement 'lelang jabatan' or literally translated to auction of office position. The beauracratc system was generally new in Indonesia. As by tradition, it was usually obtained by using closer connection. Thus, in his era, every civil servants have their equal opportunity to attain any position they wished for as long as they fulfilled the qualifications and passing the examination. The result was also announced transparently. Flood is still considered as

serious annual problem in Jakarta, he stteped up using lunch diplomacy to convince local residents to be relocated from several locations. Since the residential properties were intially planned as dredging and reservoir, then they need to be normalized, in order to reduce flood problems. He used the same method of talking heart to heart to relocate street vendors in Pasar Minggu and Pasar Tanah Abang, as their presence resulted in chaotic and horrendous traffic jam.

Officially served as the President of Indonesia in 20 October 2014, in a news written by Cochrane (2014), he stated that, as he was growing up under authoritarian and corrupt New Order, he would have never expected to become president. On the same news, Salim Said, political commentator, also stated that Jokowi gave his image as someone who feels like our closest neighbor, then decided to mingle into politics business and run for president.

Besides Priorities of the National Medium Term Development Plan (2015-2019), Jokowi also aspires National Priorites Agenda or Nawacita. It consists of 9 point priorities, as summarized and analyzed by Wali Zahid (2014), below is table showing the priorities:

**Table 1.** Nawacita

No.	Nawacita
1.	Returning the state to its task of protecting all citizens and providing a safe environment
2.	Developing clean, effective, trusted and democratic governance
3.	Developing Indonesia's rural areas
4.	Reforming law enforcement agencies
5.	Improve quality of life
6.	Increasing productivity and competitiveness
7.	Promoting economic independence by developing domestic strategic sectors
8.	Overhauling the character of the nation
9.	Strengthening the spirit of "unity in diversity" and social reform

<https://walizahid.com/2014/07/president-jokowis-9-priorities-for-indonesia/>

As the President of Indonesia, Jokowi's reputation does not merely filled with positive reactions. His first one year period was known to cause Rupiah reached its lowest rate and the reduction policies for fuel subsidies. Those two matters were enough to stir demonstrations. Jokowi then confirmed his decision in G20 Summit 2014 in Brisbane, Australia, he firmly stated that "Some say that I would be unpopular if I remove the fuel subsidies. I said I did not seek popularity", as cited from Republika online news. He insisted that the policy is needed to increase funding in infrastructure, education, and health sectors, rather than giving more subsidies to fuel. Based on Nawacita, Jokowi also promotes a different way of thinking regarding equal development in Indonesia. He believes that with the nation's sources, human and natural, Indonesia is sought to become the global maritime power. He also emphasizes in Indonesia's border development, he starts the priority of development from the most outer part of Indonesia.

Jokowi is famous for his long sleeve white shirt and black trousers as he was seen to wear those two clothes from time to time. Jokowi stated in one of the article written by *Republika*, that he chose them since they are cheap enough to buy. Jokowi, in many occasions were also spotted to shop in local malls in his free time, to buy local products or ordinary gadgets for his family. Even he used no presidential facilities when he attended his youngest son's graduation ceremony in Singapore. His actions are praised by domestic and international media.



**Figure 1.** Jokowi is seen in a local market

Even recently, Jokowi opened a Youtube Account to do vlogging, a trend of doing a video blogging. He updates on his daily activities so the citizens can easily keep up upon his whereabouts. It was inspired by his youngest son, whom a social media influencer with many followers. He also has several social media, which sometimes contained with his personal words and posts.

The daily activities and his openness to public eyes, are the two main point that public reckon as his charms. Charms which differentiate him from any of former president of Indonesia. This interesting fact regarding Jokowi, the seventh President of Indonesia, lead to raise our curiosity upon Jokowi's image reviewed from Goldhaber's theory, *The Charisma Factor in Leadership*.

### 1.2. Goldhaber's the charisma factor in leadership

For Goldhaber, charisma is one of the most misunderstood and abused concepts in modern parlance. His objection towards Weber definition of charisma, as a "spiritual gift regarded as divinely granted to a person as a token of grace and favor" and as "a personal magic of leadership arousing popular loyalty or enthusiasm for a public figure. Shortly, charisma was initially acknowledged as the virtue of one personality.

Goldhaber's research showed that there are three personality types who display charisma, there are hero, anti-hero, and mystic. The 'hero' personality type is someone who we, the subject, think as an ideal. They are people that we dream of becoming one. Mostly, the charismatic leader in 'hero' type is someone who is bold and aggressive. They are brave enough to speak their mind, which also what is weighing our mind. The hero is someone whom we fantasized as our ideal's self and future, since we tend to project our desires, goals, and wishes, onto their image. Goldhaber set John Lennon as the example, he said that for millions, Lennon's fashion, songs, and lifestyle are people's ideal. Therefore, Lennon managed to be hero for his bold and aggressiveness.

The second personality type is the anti-hero. Goldhaber

mentioned that this kind of leader is someone who looks and sounds like us and does what we do. They seem to be approachable and close to us. We found that there is similarity between Bill Gates and the description. As the Microsoft's key person back in the days, he owns a lot of fortune. But, he is known as being a philanthropist. He also addressed to maintain his modest lifestyle with his family. His attitudes and beliefs are ours.

The third one is mystically charismatic. In this case, we are uncertain about his message, looks different and foreign, yet they are still attractive to us. The strange appeals that they pursue enchant us. Goldhaber also elaborated the 'mystic' personality type to make us fear the unknown, however curious to know more. Goldhaber described Henry Alfred Kissinger, American diplomat and politician who served under Richard Nixon and Gerald Ford as the Secretary of States and National Security Advisor, with his strange accent, overweight appearance, and balding, can be attractive to many women.

Based on his own research, Goldhaber finally identified five elements that he believes as the major factors contributing in one's charisma, those are; *Appearance*, their look like externally; *Sexuality*, their sexual appeal and actions; *Message similarity*, their goals, beliefs, and attitudes; *Action*, their leadership behaviors; and *Imagery*, the use of media to communicate their style and image.

This theory is summarized to four propositions:

1. The amount and type of a leader's charisma is the result of the perceptions of the people who assess that charisma;
2. Perceptions of a leader's charisma will vary according to time, place, and other factors that affect that perception;
3. Leaders perceived to have the greatest amount of the right kind of charisma will be most effective; and
4. Perceptions of charisma can be measured and enhanced, primarily through adept use of the media.

## 2. Method

Case study method is chosen since to examine this matter, we need to use a flexible method. This is needed because the resources may not come merely from one media to enhance the result. This is resulted in descriptive study upon the matter. For this research, we conducted a case study which enables the researchers to get a feeling for potentially important variables and to describe the phenomenon in the appropriate contextual things. Yin (2014:16) defined case study as "an empirical inquiry that investigates a contemporary phenomenon (the 'case') in depth and within its real-world context.

We use the case of Jokowi as the most favorable type of case study because we would like to illustrate a theory and presents it to prove theory. The objects of our research are Jokowi's pictures, news, and social media posting, all vary from March 2017 until April 2017. Month of March 2017 is chosen as the time period because it was the time when Jokowi's vlog regarding his activity with King Salman from Saudi Arabia went viral on social media. April 2017 is set as

the limitation, because we conclude that within one month, his image is clearly represented through those media, since on our pre-research observatory, we found that Jokowi has no drastic image changing.

As the analytic strategies, we rely on theoretical prepositions where theoretical framework is used to guide the analysis. Merely based on the theory, we were able to see upon Jokowi's image through the charisma factor in leadership.

### 3. Results and Discussion

To answers our research question on 'How Jokowi's leadership is seen through Goldhaber's the charisma factor in leadership', on Based on our observation, we found that Jokowi's image seen through the charisma factor in leadership is 'anti-hero' type. This is elaborated in table below:

**Table 2.** The findings

Elements	Anti-Hero Type (Fits In)	Findings
Appearance (looks and attraction)	Looks like average person	Jokowi is always seen to wear modest clothes. The look involves his typical white shirt and simple black trousers. He is never spotted to wear any luxurious item on him. Average looking persona and his ordinary way to interact with the citizen. If not wearing his iconic looks, batik or tie and suit are two kinds of clothes that he wears. In some photographs and vlog, he can also be seen wearing sarong and slippers. Even buying local products such as jacket in Bandung to promote local economics.
Sexuality (perceived activity and appeal)	Average activity	From what we observed, Jokowi is never portraying any sexual appeal. Thus, since it is a taboo in Indonesian culture to discuss sexual matter, we found no information regarding the issue.
Message similarity (goals, beliefs, attitudes)	Average message; says what most people have on their minds; wants what most people want.	As a president, we conclude that it is impossible for Jokowi to always have similar message as his citizen. Carrying different responsibilities, most of the times, the message he tries to convey are nation-related matters. However, in any other time, we also conclude that Jokowi still shares the same goals and beliefs as to what the citizen wants, a better governance of Indonesia. In his speeches or statements, Jokowi always persuade on the urgency of infrastructure development for Indonesia. Those words are actually similar to what most people want and have on their minds. Jokowi also witnessed to insert puns or funny comments in several events.
Action (behavior, leadership, decisiveness)	Expected, unsurprising acts	His favorite 'blusukan' practice, becomes a trademark followed by some of regional leaders in Indonesia. This style of leadership becomes expected from him. People love to see him personally and interact closer with him. The reason why he feels just like your neighbour. He also invites citizen to visit him at the Istana Negara.

Table 2, Cont.

Imagery (style – using media and nonverbal communication)	Plain style; average speaker	His president image on an official broadcast is limited by the presidential protocol. However, other than official broadcast, he also owns a Twitter, Facebook page, Instagram, and Youtube accounts. All of those mentioned social media accounts are used to publicly interact with the citizen. To communicate his recent policy until reporting his trips. The contents vary from a serious method to some random entertainment daily life.
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Those findings are based from our observation found in Jokowi's social media accounts, which are Those findings are based from posts found in Jokowi's accounts in several social media, such as '@jokowi' for Twitter and Instagram and 'Presiden Joko Widodo' for his Facebook page and Youtube page.

His appearance is so modest. He portrays the looks of an average person whom we meet daily in person. Jokowi's attire and way of interacting with Indonesian people make his public feels comfortable and in the mean time, earned they respect.

In Indonesian culture, having a sexual appeal is something inappropriate, especially when it comes to politician. Jokowi, the president of Indonesia, is someone who involves in politics. Therefore, his disclosed sexuality is something common and helps to build his father-like image.

'Blusukan' method is definitely helping him. Because for a long time, publics do want to talk personally with their leader. Publics want to be close and tell their leader the problems they face daily. They hope, by talking personally, it will help the leader to cope with real problems and come with a better solution.

His goals to make a better Indonesia is similar to what the people want. Jokowi proves his words by building infrastructure to accomplish them. He tells the publics his purpose of doing so in many occasions. Assuring his people that his action is for the greater good for Indonesia.

His way of interaction with his people through social media and direct meeting is something we found balance. He knows where to put his humorous self and serious image as the President of Indonesia.

### 4. Conclusion

After doing the analysis for findings, we conclude that from the three personality types prosed by Goldhabe in his charisma factor in leadership theory, 'anti-hero' portrays Jokowi best. His leadership image are widely known to feel close to the citizen. Even though he is the President of Indonesia, Jokowi chooses to engage more to his citizen in any areas in Indonesia by visiting them and listen to their needs. Jokowi's image feels like a father to his kids, friend to his partner, evem the neighbour you interact daily.

Jokowi, the President of Indonesia, based on 5 of Goldhaber's element personality type are the 'anti-hero' type. This 'anti-hero' personality type promotes the likeliness of

Jokowi with people whom you live surrounded by.

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