

# Instagram and Communication of Leaders in Times of Crisis: Analysis of Instagram Account Framing @aniesbaswedan during the Covid-19 Pandemic

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## Abstrak

**Background:** Leaders must be able to provide accurate and precise information so that it reaches the public—crisis leadership communication as a control in reducing the impact of the spread and panic of Covid-19. **Purpose:** The focus of this article is on leadership communication in times of crisis. **Method:** The method used in this study is a qualitative analysis of Robert N. Entman's framing model. The research object used is Anis Baswedan's Instagram account as a regional leader. This research was conducted at the start of the Covid-19 pandemic, from March to May 2020. Researchers collected all uploaded information on Anis Baswedan's Instagram account and analyzed it using Robert N. Entman's four analytical knives, namely; Define Problems, Diagnose Causes, Make Moral Judgments, Treatment Recommendations. **Result:** Based on the results of the framing analysis, Anis Baswedan's leadership communication during the Covid-19 pandemic 1) Define Problem, namely; Covid-19 transmission; The need for Health Facilities and Personnel; Social assistance; Covid-19 Education and Information; PSBB rules; Government Readiness. 2) Diagnose Causes namely; Spread of viruses; Community concern and increasing number of victims; Emergency Response and PSBB Violations; Appreciation of health workers; Economic Decline. 3) Make moral judgment: Government's responsibility; protect citizens; Cooperation and collaboration of all parties; Enforcement of discipline; Appreciation. 4) Treatment Recommendations namely; Discipline rules and health protocols; Limitation of activities, distribution of assistance; Information updates. **Implication:** The communication style used by Anis Baswedan is due to the situational factors of the Covid-19 pandemic, namely directive leadership communication. **Keywords:** Policy; Crisis Leadership: Framing Analysis; Covid-19

## INTRODUCTION

COVID-19 has placed a prolonged burden and pressure on both society and public leaders. The existence of a pandemic forces governments around the world to quickly and simultaneously respond to the crisis that is occurring. In addition, Covid-19 has created

challenges in accessing information which has increased public anxiety (Rodriguez et al., 2020; Wu et al., 2020). Leaders should reduce the impact of crises by informing news about the pandemic and promoting the adaptation of new habits to get through the crisis. Leaders have an important role in building trust, coordinating various stakeholder groups, and the public in understanding circulating information

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(Williams et al., 2017). Effective crisis communication and information dissemination are critical to reducing stress. Communication carried out by leaders during a crisis has an impact on the social life of the community. Leadership is a very important factor and is the key to the success of an organization and management in achieving goals (Normila et al., 2021). Leaders and the community together in fighting the spread of the Covid-19 virus. Leaders must continuously provide motivation, service, and needs, work in accordance with the direction of the leadership, be responsible, and take risks in every decision made (Normila et al., 2021). Policies issued by leaders are adjusted to the needs of the community due to the Covid-19 pandemic.

On March 2, 2020, the Covid-19 virus was found in Indonesia, the first 2 patients were immediately treated quickly by the government and health workers. The existence of a pandemic causes social problems that have a major influence on society. Leaders have a very important role that causes social problems to occur. Stakeholders play an active role in providing services and social support (Seale et al., 2022). Leadership communication has an impact on public opinion that develops in society. A leader is very closely connected with the public regarding information during a crisis. The amount of negative news has resulted in panic and public unrest. The nature of the crisis necessitates the simultaneous management of information: information anxiety and information overload (Bawden & Robinson, 2008). The challenge for frontline leaders is to

reduce the anxiety that arises from uncertainty so as not to increase stress due to the excess of information circulating in society. Managing information effectively is one of the important ways during a crisis. Organizational or leader support is an important mechanism for reducing anxiety and trauma during a crisis (Handran, 2015).

The challenge for frontline leaders is to reduce the anxiety that arises from demands so as not to increase stress due to the excess of information circulating in society. Managing information effectively is one of the important ways during a crisis. Organizational or leader support is an important mechanism for reducing anxiety and trauma during a crisis (Van Ruler, Elving, Van den Hooff, Smit & Piet, 2005). Public communication from politics about policy intentions must understand the constraints and opportunities faced (Gelders et al., 2007). Regarding strategy, we are seeing renewals in discourse production due to new technologies that promote new key actors, and digital opinion leaders, who can or cannot, transcend traditional politics and dispute the public agenda in other, faster, more emotional, and direct ways. (de Rosa, 2012; Gil de Zúñiga et al., 2020). Leaders strategically use social media through hashtags to provide information to the public (Hemphill et al., 2013). The popular term hashtag generally refers to a single event and its use in public debate is rather short-lived (Lehmann et al., 2012).

Another important argument against government communication about policy intentions lies in the

character of democracy. characteristics of the policy-making process. Highly educated and politically engaged individuals have been shown to be confused in certain instances when the communication was not clear. Policy intentions and policy decisions must be studied empirically so that they can be accepted and understood by the public (Gelders & Ihlen, 2010). Public leaders are dominated by political circles, where they are directly elected by the public and some are appointed. The complexity of dealing with the interrelationships of dynamics and processes throughout the system, with the properties that emerge, is not the only thing that is planned (Uhl-Bien et al., 2007). The existence of ambiguity creates difficulty in seeing clear views of places and events (Denis et al., 2016).

Instagram media as a very optimal space if it is known that this social media has become a digital media that is popularly used by the current generation (Digital Global Overview, 2021). Currently, Instagram as a social media is like a network that is developing very strongly (Niemandt, 2013). Social media also forms a network community that builds all the information that will be received by the community again. Reporting through social media is growing rapidly and quickly. During the Covid-19 pandemic, people got a lot of information through social media, one of which was Instagram. However, the government is still not optimal in providing information to the public. The process of conveying information carried out by the government regarding the handling of Covid-19 is full of ambiguity, ambiguity,

and multiple interpretations. The process of conveying information that is incorrect and inaccurate creates panic and anxiety among the public.

Internet users, especially social media in the pandemic era, also have a broad effect on crisis management. Social media can be used as a medium of information in tackling Covid-19 (Ferdiana & Hidayati, 2022). Regional leaders use social media to inform how to deal with Covid-19. Anis Baswedan is a regional head who has 5.6 billion followers on Instagram. His role as Governor of DKI Jakarta can be seen from his uploads on social media. Anis Baswedan actively uses Instagram to interact with or provide information regarding the development of the DKI Jakarta province to the public. Due to the Covid-19 pandemic, Anis has an important role in disseminating information to the public. Various kinds of appeals and regulations were enforced to minimize the spread of the virus. Communication-related to the crisis will create a policy direction that is carried out by the leader of a region. Communication needs to be managed in the preparatory stage of policymaking, for example, it needs to be directed on the basis of certain goals and toward certain results. During the Covid-19 pandemic as a leader, Anis Baswedan provided various kinds of policies to the public to minimize the impact of the spread of the virus. Communication about policies must understand the constraints and opportunities faced (Gelders et al., 2007).

That one's natural leadership capacity is honed through experience and that each of us can gain increased

leadership abilities if we dedicate ourselves to this goal (Northouse, 2015). There are related categories of study and practice in leadership skills (Katz, 2009), style (Blake & McCause, 1991), and situational theory (Hersey & Blanchard, 2012). and leadership (Sendjaya & Sarros, 2016). A leadership approach that focuses on the ability of successful leaders to acquire a portfolio of knowledge and skills that they are able to apply strategically (Ruben et al., 2018). A leadership approach that describes how communication and leadership are inseparable and which underlies the role of communication theory in understanding the dynamics of leadership or the influence of leadership (Fairhurst & Connaughton, 2014). Leadership as a social phenomenon, discursive, aims, and builds simultaneously. However, it does take into account the material and nonverbal dynamics of leadership (Fairhurst, 2007). Individual leadership abilities are the product of experience, and therefore are unlikely to be influenced by efforts to become more proficient as a leader. This article will discuss how Anis Baswedan's leadership communicated during the Covid-19 pandemic. This research is expected to provide implications for leaders in efforts to deal with crises due to the Covid-19 pandemic.

## RESEARCH METHOD

The method used in this research is framing qualitative discourse analysis. Framing research can influence how issues are understood and described, thereby greatly shaping the construction of social problems and how policy options are considered (Mhazo &

Maponga, 2022). Framing theory focuses on the primacy of ideas in explaining policy with other interest- and institutional-oriented theories. Researchers conducted a study of media content and social phenomena that occur in society. Researchers carry out the process by defining the problem, causes, influences, attachments and solutions in overcoming the problem (Cook, 1995). The framing process usually has four components, namely the problem defined, the causal agent of the problem, an assessment of the causal agent and its effects and a suggested solution (Porta, 2014).

In practice, this research was carried out from March to May 2020. The research object in this study was Anis Baswedan's Instagram account. The data collection process is a documentation study of Anis Baswedan's Instagram account uploads as the object of research. The basis of discourse analysis is interpretation because discourse analysis is part of an interpretive method that relies on the researcher's understanding and interpretation (Hamad, 2007). This study uses the Framing model of Robert N. Entman's work. This model is used to find out about a reality that occurs in the field and how we interpret that reality into content (Entman, 1993). The stages of Robert N Entman's Framing Analysis namely; 1) Define Problems by looking at how an event or issue is viewed. 2) Diagnose Causes to see what the event was caused by. 3) Make Moral Judgment looks at what moral values are used to legitimize or delegitimize an action. 4) Treatment Recommendation solutions offered to overcome problems or issues

that occur. Based on the analysis of the framing concept presented by Entman, the first defines the problems faced by Anis Baswedan regarding issues or events in the COVID-19 pandemic. Second, estimating the source of the problem and the causes of the COVID-19 pandemic which has worsened people's conditions. Third, the researcher looks at the moral values given by Anis Baswedan in every issue or event. Fourth, the researcher looked at how Anis Baswedan described problem-solving as the regional head of the Provincial Government of DKI Jakarta in providing information and policies.

## RESULTS AND DISCUSSION

### **Anies Baswedan in Facing the Covid-19 Pandemic**

Based on the results of data collection that has been carried out by researchers on Anis Baswedan's Instagram account, this article uses a qualitative framing analysis method to find out the policies carried out by Anis Baswedan in dealing with crises due to the Covid-19 pandemic. All data collected by researchers was analyzed based on Robert N. Entman's Framing model and theories related to leadership communication and crisis communication. Sutherland (2017) argued that crises have four general characteristics: a threat to the system, time pressure, an unstructured situation, and a lack of adequate resources to respond. The crisis is a social phenomenon, where it is not a catastrophic event, but its impact on human systems, relationships, and structures in times of crisis (Quarantelli, 2000).

Anis Baswedan uses various ways to minimize the impact of the spread of the crisis. One of the efforts to deal with the Covid-19 pandemic disaster is with accurate and precise information. Anis Baswedan as a regional leader makes it important to communicate all information related to the pandemic. Leaders are considered capable of controlling all social phenomena that occur in society. The role of the media in framing information during a pandemic is also very important for public officials. The presence of new media, especially Instagram social media accounts, has a significant impact on the dissemination of information that occurs in the public. Anis Baswedan uses his social media to provide information related to policies concerning the Provincial Government of DKI Jakarta to the public. Social media can be used for framing and building a leader's branding. Anis cooperates with various parties to minimize the spread of the virus. The role of local leaders in engaging the community to convey information related to Covid-19 has had a huge impact (Lofaro & Sapat, 2022).

Leaders must understand the management of crises that occur in society. The purpose of facing a crisis is to stop the negative impact of an event through preparation and implementation efforts. Effective local leadership communication, characterized by consolidated, consistent, and two-way information, leads to higher perceptions of support and stress, and burnout. As the pandemic continues leaders to support frontline health workers through effective crisis communication (Sangal et

al., 2021). Leaders must be able to establish communication consistency to help reduce information anxiety. Effective crisis communication during Covid-19 involves two-way communication, consistency of communication, and consolidation of information before dissemination (Sangal et al., 2021). The results of the post-analysis on Anies Baswedan Instagram account are as follows

Through his Instagram account, Anies Baswedan shares information related to anticipating the transmission of COVID-19 at schools. Anies said that at that time the DKI Jakarta Education Office informed schools in all areas of DKI Jakarta that they were required to socialize the implementation of prevention of the spread of Covid-19 in accordance with the Kadisdik circular letter 16/SE/2020 regarding the spread of Covid-19. All parties within the school environment, starting from staff, teachers, and students, are expected to comply with the steps in socializing the transmission of Covid-19 to residents. The school is expected to remain calm in carrying out activities at school by implementing a healthy lifestyle (PHBS), diligently washing hands with soap, using masks, and reducing activities in places where many people are temporarily.

Anies Baswedan prevented the spread of Covid-19 on public transportation at the MRT, Transjakarta, and LRT Jakarta stops. The post explained that all public transportation passengers are encouraged to always wear masks and maintain ethics when coughing or sneezing. This is to minimize the transmission of Covid-19. Anies's post

asks for self-awareness. Care for each other and remind fellow users of public transportation. As regional leaders are expected to always participate in all social activities. Anies Baswedan made a visit to the Covid-19 Response Post 119.

Anies Baswedan as the leader of DKI Jakarta Province delivered a hotline related to #JakartaResponseCorona, where the DKI Jakarta government will receive all 2,689 telephone calls and Whatsapp. Anies informed people that he would serve all complaints even if it was the community outside the area who made the complaint. The people of DKI Jakarta are expected not to go directly to health facilities and call 112/119 for an early diagnosis and pick-up by officers to reduce the risk of wider transmission of Covid-19. Anies Baswedan informed that he attended socialization with directors of hospitals in Jakarta, heads of professional organizations, professional associations, and hospital associations. Anies asked all levels of the DKI provincial government hospital to be responsive in dealing with the Covid-19 pandemic. Anies hopes that health workers will be at the forefront and responsible for overcoming the pandemic.

#### a) Direction and Policies of the Covid-19 Pandemic

Responding to developments in the spread and transmission of Corona which continues to increase, the government is making various efforts to deal with the virus. Anies Baswedan as governor of DKI Jakarta has provided various policies to minimize the spread of the virus. Anies Baswedan's efforts to prevent the Covid-19 pandemic by closing tourist attractions in DKI Jakarta.

As for the tourist areas of the Provincial Government of DKI Jakarta which is closed for the Monas Area, Ancol, the Old City Area, TM Ragunan, Pavilion DKI and TMII, Planetarium Jakarta, Taman Ismail Marzuki, PBB Setu Babakan, Si Pitung's House, Onrust Island, Benjamin Park, Wayang Orang Bharata, Miss Tijtjih, Arts building, Jakarta Arts Building, Jakarta History Museum, Inscription Park Museum, MH. Thamrin, Museum of Fine Arts & Ceramics, Textile Museum, Puppet Museum, Maritime Museum, Joang '45 Museum. The closure was carried out from 14 to 29 March 2020. The closure of the tourist spot was Anis Baswedan's step in preventing the spread of Covid-19. The closure will only be carried out at tourist destinations, but public transportation will continue as usual and public services such as Village and District Offices, Mayor's Office, City Hall, Community Health Centers, and Hospitals will continue to operate normally.

The policy for closing school premises was also conveyed to Anis Baswedan's social media account. The provincial government of DKI Jakarta issued a school closing policy to reduce the interaction and spread of the Covid-19 virus in schools. The implementation of the teaching and learning process is carried out through the remote method, which aims to reduce interactions that allow for the potential for transmission (social distancing measures). DKI Jakarta Provincial Government will evaluate the program after two weeks. The closure of places of worship was also carried out to minimize the spread of the virus. Uploads on Anies' Instagram account

inform that all congregational worship activities in Jakarta will be temporarily closed for two weeks from March 20 to April 3, 2020. All religious institutions including FKUB, MUI, DMI, PGI, KAJ, PHDI, WALUBI, MATAKIN, and FORKOPIMDA DKI Jakarta to be able to invite all people to worship at home.

The DKI Jakarta Provincial Government is tightening access in and out of the capital city, this is done to suppress the spread of Covid-19, as stated in DKI Jakarta Provincial Governor Regulation No. 47 of 2020. This regulation has regulated the entry and exit mechanism for DKI Jakarta residents who are allowed to leave or enter using an Exit/Entry Permit (SKIM), including all government offices or agencies, representative offices of foreign countries or international organizations, SOEs participating in handling Covid-19, business actors engaged in various sectors and local or international community organizations involved in the disaster or social sector. Restrictions on all activities in the DKI Jakarta area have been established since March and are showing positive developments. Anis Baswedan appealed to residents to remain #dirumahaja by reducing activities outside the home and complying with health protocols to break the chain of transmission of Covid-19.

The DKI Jakarta government announced that it was responding to an emergency response to the spread of Covid-19. DKI Jakarta Provincial Government is working with the TNI-Polri to control the spread of Covid-19. Due to the widespread of Covid-19, all parties are expected to be responsible by

implementing Social Distancing or maintaining long distances by reducing activities outside the home. To overcome this problem, the government limits the number of passengers to maintain distance and operating hours. In addition to closing operational facilities and doing work from home from Monday to the next two weeks.

During the Covid-19 pandemic, Anis participated in various programs and collaborations to minimize the spread of the virus. Anis Baswedan establishes cooperation between regional leaders by participating in online meetings with city governments in various countries. The online meeting was attended by 44 mayors/city leaders from 31 countries in the C40 Cities network which represents 260 million residents in the City of London, Milan, Seoul, Jakarta, and others. The existence of this activity aims to jointly handle the Covid-19 outbreak by all mayors and city leaders who also attended the event. It is hoped that the implementation of this teleconference can be applied to Jakarta to carry out a stronger handling than before. Governments of all cities around the world can continue to quickly share information and practices so that together we will overcome the epidemic.

Uploads on Anies Instagram informing that the implementation of Large-Scale Social Restrictions (PSBB) in Jakarta during the official handling of Covid-19 will be enforced from April 10, 2020, to April 23 2020 in all areas of DKI Jakarta. This rule has been stipulated in Governor Regulation No. 33 of 2020 concerning the Implementation of Large-Scale Social Restrictions in handling Covid-19 in the Special Capital Region of

Jakarta Province. At present the Jakarta area is the epicenter, the first PSBB stipulation has also been carried out in this area. Meanwhile, Covid-19 cases have spread to 34 provinces with the hope that other regions will not experience Covid-19 problems like Jakarta. Anis explained that the implementation of the PSBB could provide an opportunity to be closer to family. Make this an opportunity that can be done to strengthen the relationship between us.

Jakarta is experiencing a major test that must be fought by all levels of society. In this case, the Governor of DKI Jakarta Anies Baswedan issued a guide for RT/RW heads in Jakarta to deal with the Covid-19 problem. Anies hopes that all RT/RW heads are expected to be at the forefront in handling Covid-19. Mr or Mrs. Head of the RW/RT as the front guard is expected to be able to take simultaneous, disciplined, and massive preventive steps so as not to increase the number of Covid-19 cases. Through uploads to his Instagram account, Anies shows the story of the struggles of doctors and health workers who have struggled to deal with the Covid-19 pandemic at a Cengkareng Hospital, in Central Jakarta. In a statement, Doctor Puji Astuti said that doctors and health workers had been treating Covid-19 patients for a month since the first time Covid spread. Thank you to the donors who have helped provide PPE assistance and food needed while carrying out their duties. So from this all front liners handling Covid-19 to always be enthusiastic to discipline themselves and those around them by helping them to comply with #PSBBJakarta for the good



of the whole community so that the pandemic ends soon.

Even though various policies have been issued by Anis Baswedan as the governor of the DKI Jakarta Provincial Government, the spread of DKI Jakarta's Covid-19 has increased after the restrictions were imposed two weeks earlier. DKI Jakarta Provincial Government extends the emergency response status for the Covid-19 disaster. DKI Jakarta Provincial Government appealed to all Jakartans to reduce activities outside the home except for urgent activities. All people are asked not to leave the Jakarta area as long as the Covid-19 Emergency Response status is released. Anis also uploaded a video in the form of one-month information on the Jakarta Covid-19 Response Post which was established as a service for responding to pandemic disasters. Covid-19 response service posts in Jakarta are always ready to handle complaints 24 hours a day by serving all questions from the people of DKI Jakarta.

#### b) Social Assistance

The Covid-19 pandemic has resulted in many people lacking and decreasing income. The Provincial Government of DKI Jakarta provides policies related to cheap food programs. Through his post, at the time of COVID-19, Anis provided information on cheap food from the DKI Jakarta Provincial Government. The cheap food program is in March 2020 where people can participate from 08.00-12.00 in several flats and RPTRAs. This program is a form of responsibility of Anis or the Government of DKI Jakarta to improve food security during COVID-19. At that time the government also

appealed to the public to bring their own shopping bags to minimize the environmental impact.

The people of DKI Jakarta will receive a distribution of aid in the form of basic necessities, masks, and soap packaged hygienically. This assistance by the DKI Jakarta Provincial Government began to be distributed to the community on 9-23 April 2020. This distribution was carried out after the PSBB (Large-Scale Social Restrictions) was enacted. Anis created the Large-Scale Social Collaboration Program (KSBB), which is a social collaboration program to help each other hand in hand, by bringing together people who give and people who need it. This program is a program initiated by the DKI Jakarta Provincial Government as a facilitator during the holy month of Ramadan which invites people who want to provide assistance. The distribution of aid will be carried out evenly to vulnerable RWs, Islamic boarding schools, orphanages for children, orphanages for the elderly, orphanages for the disabled, and other priority locations in DKI Jakarta Province. The main focus of the KSBB program is on food assistance in the form of morning and evening ready-to-eat food packages, basic food packages, Eid packages, THR packages in cash. A total of 20 million cloth masks were produced and distributed to all residents of Jakarta. The distribution of masks is given 2 masks free of charge for each person. For all residents of DKI Jakarta who are carrying out activities outside the home, it is mandatory to wear a mask in an effort to contain the potential spread from the mouth and nose. This

cloth mask is made with materials that comply with standards and sufficient layers, so it is safe to use to prevent transmission of Covid-19.

Anis Baswedan also programmed the Distribution of Social Assistance. The implementation of the program in the first period was carried out from 9 to 25 April 2020. This social assistance was only intended for people who needed me, not for all people in the DKI Jakarta area. Not all people get this social assistance, because there are criteria for people who get social assistance to poor people and vulnerable people affected by Covid-19. Distribution of Social Assistance is carried out in stages until May 22, 2020. This assistance is distributed directly to residents' homes to reduce direct physical interactions between people. During a pandemic, physical interaction between people must be reduced to break the chain of transmission of Covid-19. The distribution of this social assistance was carried out with assistance from parties from the RT/RW, Kelurahan, Kecamatan, Pasar Jaya, Social Services to the TNI/Polri. As a form of support for Covid-19 health workers, the DKI Provincial Government provides additional incentives, accommodation in the form of DKI-owned hotels which also include public transportation. Then for health workers who have died in the form of death benefits for children and will guarantee all education costs up to college.

Anis Baswedan also issued a joint assistance program to art activists, as many as 90% were affected by Covid-19 so they lost their income. This assistance is a program from DKI Jakarta Province

through the DKI Jakarta Provincial Culture Office and the Jakarta Experience Board with Ciputra Artprenur and collaborators inviting them to help others together. Art activists are freelance workers who help organize art events, they are not artists and stage artists who also drive the wheels of performing arts so that the creative economy can run. With this, Ciputra Artprenur invites others to help ease the burden on artists and freelance daily workers who are facing difficulties due to Covid-19.

Assistance programs were also issued for elementary to high school students, namely KPJ Plus and KJMU. This assistance is aimed at students ranging from elementary to tertiary institutions, with a schedule for distribution on May 15 2020 to SD/SDLB/MI students with total assistance of 250,000 per month, starting May 18 to SMP/SMPLB/MTs/PKBM students with the assistance of Rp. 300,000 per month, starting May 20, 2020, for high school/SMALB/MA students with the assistance of 420,000 per month while SMK with the assistance of 450,000 per month and starting May 20 2020 for students with total assistance of 1,500,000 per month. During the Covid-19 PSBB period, KJP Plus was expanded so that it can be used to buy food needs, and pay for health and education needs. While utilizing or spending funds from KPJ Plus and KJMU assistance, you still have to comply with PSBB regulations and follow procedures by always using a mask without exception, frequently washing hands with soap and practicing good cough etiquette, avoiding shaking

hands, delaying going to an ATM or bank service if there is a crowd.

Anies Baswedan provided an independent isolation room located at the Seni Building, Tanah Abang, Central Jakarta. This simple cubicle measuring 2.5 × 2.5 meters serves to help prevent the transmission of Covid-19. The DKI Provincial Government is aware that in Jakarta there are densely populated settlements so it is difficult for every resident to self-isolate at home. Bilik is the result of cooperation between the ranks and the Covid-19 task force within the DKI Jakarta Provincial Government, namely BPBD and BUMD Sarana Jaya and the Central Jakarta City Government. The breakthrough of this independent isolation room is the best solution so that in the future health facilities can be fully prioritized for those with Covid-19 symptoms and needing intensive care.

PMI together with the TNI deployed 3,000 volunteers to spray disinfectant liquid at 600 points in the DKI Jakarta area every day. PMI has sprayed disinfectants at 39,573 points throughout the Greater Jakarta area since the start of the Covid-19 outbreak. This spraying operation takes advantage of the quiet moments of the protocol streets due to the implementation of the PSBB and goes to public facilities such as schools, houses of worship, offices, markets, and airports, especially in buildings that are often passed by people. In addition to spraying disinfectants, PMI also regularly conducts health promotion (Promkes), educates them to stay at home, wash their hands regularly, and maintain health. All policies and programs are informed by Anis

Baswedan through uploads on his personal Instagram account. This is a form of effort to support reducing the spread of the Covid-19 pandemic.

### **Anies Baswedan Leadership During the Covid-19 Pandemic**

#### **Anies Baswedan Leadership During the Covid-19 Pandemic**

Leaders are required to think deeply about the responsibilities they have as leaders. As a result of the Covid-19 pandemic, leaders must control and communicate all the impacts caused by the spread of the virus. All programs and policies are issued so that the community can comply with and support the leader's duties. Regional leaders have their own way of informing the public about the pandemic. Crisis leaders need a leadership approach that is consistent, identifiable, and credible.

Anis Baswedan as the leader provides various information through uploads on his personal Instagram account, in addition to the program issued by the Governor of DKI Jakarta Province to minimize the spread of the virus. The leader is part of the management team in applying crisis coping skills. Through continuous engagement with stakeholders to assess current attitudes or perceptions of stakeholders (Harrison & Mühlberg, 2014). The role of the leader in dealing with crises needs to balance immediate and critical decisions making with taking the big picture and long-term view. Since the emergence of Covid-19, Anis Baswedan has actively used social media to provide information to the public regarding the impact of the spread and handling of the virus. Based

on Robert N. Etman Anis Baswedan's framing analysis on his uploads namely;

**Define Problem** Anis Baswedan defines related to the Covid-19 pandemic. Various education and information on Covid-19 are conveyed to the public through his personal Instagram social media account to prevent the impact of the spread of the virus. Anis Baswedan sees a very serious problem, namely the transmission of the Covid-19 pandemic. The transmission of Covid-19 greatly impacts social life and society. Leaders play a role in dealing with crises that occur in society. The readiness of the government is very important in overcoming the transmission of the Covid-19 virus. Anis Baswedan gave PSSB rules to the public to minimize the spread of Covid-19. Leadership communication is the controlled and directed transfer of meaning by which individuals influence a single person, group, organization, or community by using the full range of their communication skills and resources to connect positively with their audience, overcome distractions, and create and deliver guiding messages, direct, motivate, or inspire others to action (Barrett, 2014). The need for health facilities and personnel is a serious matter in dealing with the Covid-19 pandemic. The many problems that have occurred have had an impact on various social assistance provided to the community to help deal with the Covid-19 pandemic. Leaders play a role in controlling all communications that occur in society. Leaders have a role in guiding, directing, motivating, and inspiring others to act according to the rules and policies that have been set.

**Diagnose Causes** estimates the causes of problems that occur due to Covid-19. The spread of the virus that occurred in communities affected by the pandemic experienced various problems both financially and socially. The increasing spread of Covid-19 comes from people who do not comply with health protocols. Covid-19 has caused public concern and an increase in victims leading to a decline in the economy. The group of people most affected by the economy due to the Covid-19 pandemic is people with daily incomes (Iskandar et al, 2020).

Anis Baswedan's emergency response and PSBB violations that occurred in Jakarta. The role of leaders is very important to minimize the spread of Covid-19. Communication has four important purposes, namely; to inform, to influence or persuade, to instruct, and to engage (Barrett, 2014). Leaders to inform or transfer all information to the public regarding the Covid-19 pandemic. Anis Baswedan informed all of On to influence, leaders influence society with various programs. Anis Baswedan influences society through uploads on his Instagram account. In instruct, Anis as the leader provided various kinds of policies to the people of DKI Jakarta, starting from implementing social restrictions, social assistance, and policies closing tourist spots, worship places, and schools. In engaging, Anis Baswedan involves someone in a collaborative exchange of ideas. As a leader, Anis invites cooperation such as health workers, the military, and private companies to minimize the impact of the spread of the virus. As a result of the increasing number of victims suffering

from Covid-19, health workers are working harder to deal with it. Anis appreciated the medical staff who worked hard to treat Covid-19 patients.

Cognitive abilities are very important in leadership. Creative or divergent thinking is also important, especially in solving complex problems (Johnson & Hackman, 2018). The lack of cognitive abilities means that pandemic problems cannot be handled quickly. The increasing number of cases that have occurred after the social restriction policy was implemented needs to be reviewed in depth. The cognitive ability of Anis Baswedan's leadership is still not maximized due to a lack of understanding of health problems. The entire cause of the problems caused by the Covid-19 pandemic cannot be understood due to differences in backgrounds and leadership patterns. A communications control center requires the ability to focus on social media interactions in a professional manner, with a detailed monitoring and feedback plan. Leaders must be able to control the crisis situation that exists. Risk management is becoming an increasingly important governance tool by involving all members (Harrison & Mühlberg, 2014). Anis Baswedan invited various professionals and experts to control the crisis situation due to the Covid-19 pandemic. Health workers, TNI or Police to private companies are collaborating to minimize the spread of the virus.

Make moral judgments by Anis Baswedan by making moral decisions that can provide social assistance to society. The government is responsible for overcoming the Covid-19 pandemic

aimed at protecting citizens. Society must enforce discipline to prevent the spread of the virus. Cooperation and collaboration of all parties is a solution that greatly impacts Covid-19. Anis Baswedan appreciates all parties implementing health protocols and medical personnel. These moral decisions are like social assistance and the like. Communication through empathy has an important power in encouraging strong relational reactions (Yue et al., 2022). Anies expressed his highest respect for the health workers who had died, wishing them the best place at His side and wishing the families left behind were given patience and fortitude. The DKI Jakarta Provincial Government turns on red and white lights on several icons of the Capital City of Jakarta every night such as the HI Roundabout, JPO GBK, National Monument, Semanggi Bridge, and Kendal Tunnel. This lamp is dedicated to all medical staff as a symbol of respect and appreciation for those who have worked day and night fighting to serve the whole community, against Covid-19 as the last bastion. The most successful leaders have a sense of humility (Auria & Smet, 2020). Anis Baswedan also uploaded a social assistance distribution program which was distributed directly to people affected by the Covid-19 pandemic. Leaders must be transparent and selfless and have empathy, integrity, and trust in the public.

The role of the leader is very important in building public perception. Anis took part in attending socialization with Hospital Directors in Jakarta, Heads of Professional Organizations,

Professional Associations, and Hospital Associations. As a regional leader, Anis Baswedan asked all levels of the DKI provincial government hospital to continue to be responsive in dealing with the Covid-19 pandemic. Apart from regional leaders and the DKI Jakarta Government, all health workers are on the frontline and are responsible for overcoming the pandemic. The power of appreciation rests on the ability to give something of value to someone else. The gift can be tangible (money, medical benefits, or grades, for example) or something intangible such as warmth and support (Johnson & Hackman, 2018).

Leaders in times of crisis are encouraged to think deeply about the responsibilities they have as leaders. In preparation for the crises, a leader may face, Rego & Garau (2007) suggests that leaders assess their skills and limitations. Leaders can only regulate and provide policies to the community, with the help of health workers who have skills related to health issues, it is hoped that they can stop the spread of Covid-19. DKI Jakarta Provincial Government is working with the TNI-Polri to control the spread of Covid-19. Anis also held meetings with regional leaders around the world to stop the pandemic.

Treatment Recommendation emphasizes solving problems that occur in society, Anis Baswedan makes various decisions and policies to minimize the spread of the Covid-19 virus. As regional leader Anis Baswedan implements policies in anticipating the transmission of Covid-19. Together with the DKI Jakarta Education Agency, they socialized the spread of the virus in

schools. Anis Baswedan also appealed to the public to reduce the spread of Covid-19 in public transportation at the MRT, Transjakarta and LRT Jakarta stop. Regional leaders always appeal to their people to always be vigilant against the transmission and spread of the virus. Communication is one of the skills needed in a crisis context (Auria & Smet, 2020). Anis Baswedan communicated through uploads on his personal Instagram account asking the people of DKI Jakarta to be vigilant. The community is required to be disciplined with health rules and protocols during the Covid-19 pandemic. Restricting activities to minimize the spread of Covid-19. Distribution of social assistance to help overcome economic problems due to the impact of the Covid-19 pandemic. Anis Baswedan always updates information related to Covid-19 through his personal Instagram account.

Legitimate power resides in the position and not in the person. Even if the community disagrees with the rules and policies set, they must follow the leader's decision. The amount of legitimate power that a person has depends on the importance of the position he occupies and the willingness to give authority to the person occupying that position. Individuals give legitimate power based on certain circumstances (Johnson & Hackman, 2018). Leaders encourage people to comply with the rules that have been set to minimize the spread of Covid-19. Anis Baswedan as the leader took part in a whole series of activities related to Covid-19. This is able to show the genuine sense of humility of a leader.

Anis Baswedan took part in a visit to the Covid-19 Response Post 119. Flexibility and agility in a fast-paced crisis environment are must-have skills.

The increasing number of patients suffering from Covid-19 means that leaders must always be flexible in implementing all policies issued. This is to see how the development of the crisis that occurred in society due to the Covid-19 pandemic. To be effective, leaders must adapt their communication style to their followers' level of self-identification and, at the same time, help followers change. (Johnson & Hackman, 2018). Alkharabsheh et al., (2014) compare transformational and transactional leadership styles in crisis. De Bussy & Paterson (2012) found that transformational leadership is highly effective in crisis contexts but more difficult to sustain in the long term, especially once a sense of normalcy has returned. The selection and effectiveness of a leadership style depends on the retention and activation of symbols and symbolic networks.

During the Covid-19 pandemic, leaders were more dominant in using leadership styles due to situational factors. Anis Baswedan uses a directive leadership style by following all rules and procedures during the Covid-19 pandemic. Directive leadership is a procedure-related communication behavior that includes planning and organizing, coordinating tasks, establishing policies, and other specific forms of guidance. Directive leader communication is most effective when followers are inexperienced or when the task is unstructured (Johnson & Hackman, 2018). The community is

considered to be incapable and does not understand the health problems that occur. based on Anis Baswedan's directive leadership style focusing on policy and coordination of tasks for medical personnel who have authority and procedures regarding the management of the Covid-19 pandemic.

## CONCLUSION

Based on the results of research conducted by researchers that the Covid-19 pandemic has an impact on community survival and affects social order. The government has a very important role in minimizing the impact of the spread of the virus. As a regional leader, Anis Baswedan informed via his personal Instagram regarding the Covid-19 pandemic. Various directions and policies were issued by Anis Baswedan to minimize the spread of the virus. Define the Problem, namely: Transmission of Covid-19; The need for Health Facilities and Personnel; Social assistance; Covid-19 Education and Information; PSBB rules; Government Readiness. Diagnose Causes, namely: Spread of the virus; Community concern and an increasing number of victims; Emergency Response and PSBB Violations; Appreciation of health workers; Economic Decline. Make Moral Judgments namely: Government responsibility; protect citizens; Cooperation and collaboration of all parties; Enforcement of discipline; Appreciation. Treatment Recommendations namely: Discipline rules and health protocols; Limitation of activities, distribution of assistance; Update information on various decisions and policies in minimizing the spread of

the Covid-19 virus. The communication style used by Anis Baswedan is due to situational factors due to the Covid-19 pandemic. Directive Leadership Communication is used because it complies with procedures in minimizing the Covid-19 pandemic.

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