

The Influence of Prabowo's Leadership Communication on Red and White Cabinet

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Abstract. *This article seeks to examine Prabowo's leadership communication and its effect on the performance of the Red and White cabinet during the initial phase of his presidency, as well as the underlying factors that shaped his communication approach. The analysis employs theories of organizational and leadership communication to provide a comprehensive understanding. Utilizing a qualitative methodology, this research adopts an explanatory case study framework, gathering secondary data from various media sources, academic journals, and relevant documents. The findings indicate that Prabowo's leadership communication style embodies not just a singular model, but rather integrates three distinct models: transformative, transactional, and charismatic all at once. These models are employed by Prabowo within the context of superior-subordinate dynamics with his ministers and staffs. His communication strategies are significantly influenced by his military background and extensive political experience over the past decades. While Prabowo's communication model positively impacts cabinet performance by motivating ministers to pursue government objectives, it also reflects the often-controversial communication styles of his ministers, as evidenced during the early stages of his administration. This underscores the necessity for leaders, including the president, to recognize the critical role of effective leadership communication. Therefore, it is essential for Prabowo to meticulously develop his leadership communication style to facilitate the effective functioning of his cabinet.*

Keywords: *Leadership Communication, Organizational Communication, Prabowo*

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INTRODUCTION

Communication stands as a pivotal component in the management of an organization, with particular emphasis on the communication style adopted by its leaders (Leonard et al., 2004). This aspect of communication is instrumental in either facilitating or obstructing the progress of the organization. The bedrock of organizational excellence is built upon effective communication. The systems of communication play a crucial role in tackling the increasingly complex issues that organizations face. However, the dynamics of communication within organizations are affected by numerous factors, leading to situations that are intricate, variable, and often unpredictable. Therefore, it is incumbent upon leaders to ensure that communication within their organization is effective and aligned with its strategic goals.

The function of leaders within organizations, particularly concerning their communication abilities, is a pivotal subject in the field of organizational communication. Extensive literature has been produced on this topic, offering diverse viewpoints. These perspectives range from those that analyze the subject in isolation through the frameworks of communication, psychology, management, administration, and sociology, to those that embrace a multidisciplinary approach. This article will not delve into the appropriateness of any particular approach. Instead, it will take

a multidisciplinary stance to investigate how a leader's communication style, specifically that of the president, influences the direction, coordination, and management of their subordinates within the cabinet. In contrast to political communication studies that focus on the power dynamics between the president and their subordinates, this article will utilize organizational communication analysis to view the government as an organization governed by norms, rules, and a culture that functions systematically based on established communication patterns. It is essential to acknowledge that the government cabinet operates within a framework of rules, procedures, guidelines, and laws (Maulana & Jamhir, 2019).

The cabinet of the government, which acts as an extension of the president, is chosen and managed by the president, who is the supreme leader within the executive power structure. As such, the president holds a crucial position in the administration of personnel and entities under his command, including the cabinet itself. This responsibility requires the president to engage in various forms of communication with ministers and staff, encompassing meetings, direct discussions, memos, letters, emails, and reports. The cabinet constitutes the initial tier or core group directed by the president to fulfill his obligations. The core principle of cabinet governance is found in the interplay among its members, which includes both formal and personal relationships (Priyowidodo, 2022).

Cabinet governance is a fundamental formal process for executive decision-making in parliamentary systems worldwide, including Indonesia. The Red and White Cabinet, which has recently been elected to govern Indonesia, is tasked with executing its state duties. Observing their functioning under Prabowo's leadership, who has taken over from Jokowi, presents an intriguing opportunity. The distinct differences in personality and background between Prabowo and Jokowi inspire a deeper investigation into Prabowo's leadership approach, particularly through the framework of leadership communication analysis. As the head of government, Prabowo is responsible for the direct selection and organization of the cabinet. This paper primarily focuses on this aspect, aiming to explain and analyze the leadership communication style employed by President Prabowo in leading his cabinet.

Prior to elaborating on Prabowo's leadership communication style, it is crucial to comprehend the definition of organizational communication. The author utilizes an organizational communication perspective to examine Prabowo's leadership approach. This discipline underscores that communication in organizations involves more than just training to refine speaking and interpersonal abilities. It recognizes that each organization, regardless of its type, faces distinct communication needs and obstacles (Seeger et al., 1998). In contemporary organizational transformation, communication is not merely essential; it also constitutes a foundational pillar upon which organizations are built (Seeger et al., 1998). Myers dan Myers (1982) the concept of organizational communication is defined as the driving force that allows individuals to coordinate their actions, leading to organized behavior. That individual actions within organizations are best understood through the framework of communication (Seeger et al., 1998).

Essentially, communication is a reciprocal process that encompasses multiple dimensions, including the sending and receiving of messages, with the goal of achieving a common understanding. This can be accomplished through various methods, such as verbal language, symbols, visual representations, tone, facial expressions, attire, and body language (Chew et al., 2024). Organizations should be perceived as social entities that embody collective and individual goals, coordinated efforts, structural organization, and their connections with other entities. Leadership is fundamentally rooted in communication (de Vries et al., 2010). A leader's approach to communication is marked by a distinctive set of interpersonal behaviors that aim to improve hierarchical relationships, which is essential for successfully reaching defined goals for a group or an individual (de Vries et al., 2010).

The interpersonal dimension of leadership is chiefly concerned with the dynamics of communication within relationships, in contrast to the managerial dimension, which focuses on

non-interpersonal tasks such as planning, organizing, decision-making, problem-solving, and controlling (de Vries et al., 2010). In the context of an organization, effective communication competence is a crucial attribute for a leader. There exists a divergence of opinions among researchers concerning the precise definition of communication competence. Some authorities assert that a person qualifies as competent if they recognize the suitable action to undertake in a specific scenario, regardless of whether that action is performed. Communication is often regarded as a key component of leadership; however, this association is frequently confined to the perception of communication as a mere tool or strategic method employed by leaders to reach particular goals (Ruben & Gigliotti, 2017).

In truth, the fundamental nature of leadership is cultivated through the dynamic interactions that occur between leaders and their followers, which are inherently driven by communication (Ruben & Gigliotti, 2017). Therefore, leadership should be viewed as a process of social influence that is profoundly affected by communication. This process includes both verbal and nonverbal communication and is shaped by the respective roles of leaders and followers (Ruben & Gigliotti, 2017). It is essential to recognize that communication transcends the simplistic view of being merely a medium for representing, externalizing, transmitting, or reproducing existing meanings. Instead, it is a dynamic process that actively generates meaning, which is inherently embedded in the act of communication. Within an organization, communication acts as both the initiator and the transmitter of reality (Kuhn, 2012).

While it contributes to the establishment of intersubjectivity and predictability, communication is also fraught with uncertainty, ambiguity, paradox, fragmentation, and dilemmas (Kuhn, 2012). In this context of uncertainty and ambiguity, a leader emerges as a pivotal figure in ensuring organizational stability, with their values shaping the culture of the organization. Additionally, concerning the communication styles of leaders, there exists a range of concepts and theories, including those proposed by Infante & Gorden (1982), De Vries et al., (2010), Mayfield & Mayfield (2017). This paper emphasizes the leadership communication framework presented by Brandt & Uusi-Kakkuri (2016) which pertains to transformational leadership. This style is defined by emotional intelligence, self-control, and transparency.

Leaders who practice emotionally intelligent communication are courteous, sensitive to the emotions of those around them, and attentive to the feelings of their subordinates during interactions (Bayighomog & Arasli, 2022). They engage in active listening and respect differing viewpoints while effectively conveying their own messages. Moreover, transformational leaders are capable of addressing negative circumstances and challenges within their organizations, characterized by their transparent communication approach. While it is typical for people to recognize their faults, transformational leaders intentionally strive to cultivate trust through candid dialogue with their followers. They illustrate this commitment by owning up to their errors and providing appropriate apologies. Essentially, such leaders convey empathy in their interactions, refraining from exerting dominance, which consequently makes them more approachable, especially to their subordinates (Brandt & Uusi-Kakkuri, 2016).

The leadership model that stands in opposition to this is known as transactional leadership. This style involves a relationship defined by an 'exchange' between the leader and their followers. For instance, a leader may offer a salary increase, a promotion, or verbal commendation for diligent work on a project, while the followers provide their support or votes in return. The communication pattern associated with this type of leadership is often directive, regulatory, and at times coercive, typically executed in a straightforward manner (Salman et al., 2023). Conversely, Charismatic leadership represents the third type of leadership. Leaders of this nature utilize a communication framework that prioritizes a commitment to the goals of the organization and adopts a future-oriented approach (Salman et al., 2023).

These leaders motivate their followers to engage with organizational objectives, while simultaneously allowing them the freedom to take initiative in reaching these goals (Salman et al., 2023). In relation to the three communication models outlined earlier, the transformational

and charismatic models are generally associated with less formal communication methods. Conversely, transactional leadership adopts a top-down communication strategy that concentrates on task-oriented issues. The communication style and tone in this context are typically very formal. For example, greetings are often delivered in a stiff manner, with the use of titles like Mr. and Mrs. instead of first names. Correspondence tends to avoid slang and informal language, opting instead for a more standardized vocabulary (Ulya et al., 2024).

The effectiveness of a leader's communication model or style is greatly influenced by their capability to leverage information technology. Chew et al., (2024) indicate that since the 1980s, government entities in numerous countries have undergone considerable changes in light of global trends and technological advancements. The adoption of modern organizational structures alongside sophisticated information technology is vital for improving performance and achieving excellence in governmental operations. Furthermore, Chew et al., (2024) assert that there exists a favorable relationship between information technology and organizational communication, especially concerning decision-making and the distribution of roles and responsibilities.

Understanding a leader's communication model or style is vital, as it plays a crucial role in influencing and potentially affecting organizational performance. This article utilizes a case study of Prabowo Subianto, who has been elected as the President of Indonesia for the 2024-2029 term. The analysis of Prabowo's leadership communication style is compelling, especially when contrasted with that of his predecessor, Jokowi. The author poses the question of how this particular communication style will influence and shape the performance of his cabinet at the beginning of his presidency.

METHODS

This study employs an explanatory case study methodology, utilizing a qualitative approach that incorporates literature review as a data collection technique. It draws upon secondary data sourced from a variety of literature pertinent to leadership studies and its correlation with communication. The objective of explanatory research is to discern the factors contributing to a specific phenomenon, in this instance, Prabowo's leadership communication style. Case study research can be conducted through multiple data collection methods, including questionnaires, surveys, in-depth interviews, and document analysis. In this particular study, the data collection was executed through a review of relevant documents (Priya, 2021).

RESULTS AND DISCUSSION

Leadership is commonly regarded as being restricted to the realms of authority, responsibility, and power (Ajefri, 017). Nevertheless, it also involves a vital component of social influence. This influence is enhanced through communication, which is essential in the performance of roles, various informal interactions, and formal actions executed by a leader in both public and private sectors, including government organizations. Consequently, leadership can be interpreted as a process that fundamentally necessitates communication (Ruben & Gigliotti, 2017), especially concerning the duties and roles of a president as the head of state and government. This subject is a key focus within the field of organizational communication, particularly regarding leadership communication.

The fundamental aim of leadership communication is to assist individuals in evolving into transformational leaders through the acquisition of effective communication skills, which are critical for organizational leadership (Conger, 1999). Effective communication is indispensable for a leader in exercising their authority, responsibility, and power. Unfortunately, this aspect of communication is often disregarded or insufficiently managed (Mayfield & Mayfield, 2017). Consequently, the failure to address communication effectively can create challenges or obstacles for organizations, both in the public and private sectors. This neglect can even lead to the failure in realizing organizational goals, particularly regarding the president's leadership of their selected cabinet.

In environments where interpersonal relationships are primarily transactional, leaders tend to offer incentives to their followers, anticipating reciprocal actions that will help achieve their objectives. Such interactions are typically observed in corporate and bureaucratic contexts, which are defined by established roles and responsibilities. This article seeks to delve deeper into the nature of President Prabowo's relationship with his ministers by analyzing the communication strategies utilized by the President-elect for the upcoming term of 2024-2029. Although this research includes an examination of Prabowo's personal history and his experiences as both a soldier and a politician, it sets itself apart from other studies by concentrating on organizational leadership dimensions. These dimensions involve communicative exchanges and managerial responsibilities that extend beyond interpersonal interactions, including planning, organizing, decision-making, problem-solving, and managing the cabinet.

The aim of this study is to characterize President Prabowo's communication approach towards his subordinates and to assess how this approach influences the performance of the cabinet he leads. The interactions between the president and ministers are frequently perceived as political dynamics, thus becoming a central theme in the study of political communication. Nevertheless, the author of this article contends that the communication between the president and his ministers can also be examined through the lens of organizational communication. This perspective is valid as the president and his cabinet represent a distinct organizational entity, characterized by social collectivity, shared and individual objectives, coordinated activities, established structures, and interactions with other governmental institutions or organizations.

Generally, the flow of communication is hierarchical, moving from higher to lower levels, while decision-making remains centralized within the leadership or a select group of senior executives. This study identifies that the same dynamic is present in Prabowo's leadership communication, especially following his inauguration in late 2024. Given his status as a prominent political figure in Indonesia and president-elect, an analysis of Prabowo's leadership style is crucial to assess how his communication methods impact the cabinet's performance in the early stages of this regime.

Prabowo's approach to leadership communication is inherently linked to his interpersonal and political communication competencies. As articulated by Seeger (1998), communication comprises several key components that must be interpreted in an integrative manner, including personal experiences, thoughts, and emotions. These components are also affected by motives, feelings, attention, knowledge, attitudes, values, and beliefs, all of which are influenced by the social context. Consequently, it is vital to investigate these elements when assessing Prabowo's leadership communication style, particularly in relation to his experiences and emotions that have informed his communication strategies prior to his tenure as president of the Republic of Indonesia.

The concept of leadership is often viewed as restricted to authority, responsibility, and power. Nevertheless, it also involves a critical dimension of social influence. This dimension is enhanced through communication, which is essential for fulfilling roles and participating in informal activities, in addition to the formal duties performed by a leader in both public and private sectors. Therefore, leadership may be regarded as a process that fundamentally necessitates communication (Ruben & Gigliotti, 2017) especially in relation to the roles and responsibilities of a president as the head of state and government. Within communication science, the examination of the connection between communication and leadership is a significant aspect of organizational communication theory.

The primary assertion is that organizations undergo a communication process in which all members, including both superiors and subordinates, engage in socialization, policy development, conflict management, technology application, emotional connections, and the appreciation of diversity. Therefore, effective communication is imperative for organizational success. For leaders, the ability to communicate effectively is crucial for the exercise of their

authority, responsibilities, and power. Unfortunately, the importance of communication is often neglected or insufficiently managed (Mayfield & Mayfield, 2017). Leadership communication seeks to empower individuals to become transformational leaders through the acquisition of effective communication skills, which are essential for leading an organization (Men, 2014). In many instances, the failure to address communication adequately can create challenges or obstacles for organizations, both in the public and private sectors, potentially preventing the realization of their goals, including those associated with the president's leadership of his cabinet.

In environments where interpersonal relationships are primarily transactional, leaders tend to offer incentives or rewards to their followers, hoping for reciprocal actions that will help achieve their goals. This dynamic is frequently observed in corporate and bureaucratic contexts, which are defined by established roles and responsibilities. This article seeks to delve deeper into the nature of President Prabowo's relationship with his ministers by analyzing the communication strategies utilized by the President-elect for the upcoming term of 2024-2029. Although the study considers aspects of Prabowo's personal history and his experiences as both a soldier and a politician, it uniquely emphasizes organizational leadership dimensions. The focus is on communicative interactions and managerial responsibilities that involve non-interpersonal tasks such as planning, organizing, decision-making, problem-solving, and overseeing the cabinet. The aim of this study is to characterize President Prabowo's communication approach towards his subordinates and examine how it relates to the effectiveness of the cabinet he leads.

The relationship between the president and his ministers is commonly interpreted as a political one, making it a primary subject of interest in political communication research. However, the author of this article posits that the communication occurring between the president and his ministers can be effectively analyzed from an organizational communication standpoint. This approach is justified, as the president and his cabinet function as an organization, encompassing elements such as social collectivity, both individual and collective goals, coordinated efforts, structural frameworks, and connections with other governmental bodies or organizations. Typically, communication within organizations flows from higher to lower levels, with decision-making concentrated among leaders or a select group of senior executives.

This paper posits that a similar dynamic is observable in the context of Prabowo's leadership communication, particularly since his inauguration in late 2024. As a significant political figure in Indonesia and the president-elect, Prabowo's leadership style warrants thorough examination. It is particularly intriguing to analyze how his approach to leadership communication influences the overall performance of the cabinet during the initial phase of this administration. Prabowo's approach to leadership communication is inherently linked to his interpersonal and political communication competencies. As noted by Seeger (1998), communication comprises several critical components that should be interpreted in an integrated manner. These components encompass individual experiences, thoughts, and feelings, which include motives, emotions, attention, knowledge, attitudes, values, and beliefs, all of which are influenced by the social context.

This understanding is vital for analyzing Prabowo's leadership communication style. It is essential to examine his experiences, emotions, and life circumstances that have contributed to his communication patterns prior to his tenure as president of the Republic of Indonesia. Leadership is not an innate trait nor solely a result of extensive experience; rather, it is a continuous practice that presents itself as an opportunity (Posner, 2009). To gain insight into Prabowo's experiences, emotions, and life journey, it is essential to examine his personal history. Prabowo is a prominent figure in the nation, and his well-educated family background, along with his status as a national leader, plays a significant role in understanding his communication patterns and leadership styles.

Although he is associated with the military, Prabowo was raised by his father, Soemitro Djojohadikoesoemo, an academic and technocrat. Following a political fallout with Sukarno in 1957, Soemitro entered political exile, relocating his family to Malaysia, Thailand, and eventually

Europe for an extended period. During this time, the young Prabowo received his education at an international school. After spending over a decade abroad, he became well-versed in Western history, culture, and traditions. It is therefore unsurprising that Prabowo, having received a robust education and lived overseas, possesses proficiency in several foreign languages, including English, French, and German (Croissant, 2022). Despite his father's academic background, Prabowo opted for a distinct career trajectory. Initially, his father disapproved of this choice; however, Prabowo's fascination with the military had been evident since his youth, largely influenced by his uncle, Soebianto Djojohadikusumo.

He commenced his military journey at the Indonesian Armed Forces Academy (AKABRI) in Magelang, graduating in 1974. Two years later, he joined the Army (AD) as a Second Lieutenant, serving until 1985 in the Sandi Yudha Troops Command, commonly referred to as Kopassandha, an elite unit that later became known as the Special Forces Command (Kopassus). His career progressed rapidly, and by the age of 26, he had become one of the youngest platoon commanders. Prabowo's career reached new heights when he was appointed Commander of the Army Strategic Reserve Command (Pangkostrad) on March 20, 1998, following his promotion to lieutenant general, a position often attributed to his close relationship with Soeharto, his father-in-law (Croissant, 2022). However, his time as Pangkostrad was brief. Following Soeharto's resignation in May 1998, Prabowo was reassigned to lead the ABRI Staff and Command School in Bandung.

Later that year, President BJ Habibie dismissed him from his Pangkostrad role, effectively concluding his military career. His formal resignation from the TNI was announced in August 1998 by Wiranto, who was then the Minister of Defense and Commander of the Indonesian Armed Forces. This dismissal is also viewed as a consequence of his familial ties to Soeharto. Subsequently, Prabowo sought refuge in Jordan (Mietzner, 2020). After his military career ended, Prabowo followed in his father's footsteps as a politician. Prabowo's career in politics began with his involvement in the Golkar Party's presidential candidate convention in the 2004 election, although he was defeated at that time. On February 6, 2008, Prabowo founded the Great Indonesia Movement Party (Gerindra). Since then, Prabowo has continued to participate in the presidential election four times, including the 2024 general election. In that general election, Prabowo ran as a presidential candidate paired with Gibran Rakabuming Raka, son of President Joko Widodo, as a vice presidential candidate.

After concluding his military career, Prabowo transitioned into politics, following in the footsteps of his father. His entry into the political arena began with his participation in the Golkar Party's presidential candidate convention for the 2004 election, where he unfortunately did not succeed. On February 6, 2008, he founded the Great Indonesia Movement Party (Gerindra). Since then, Prabowo has been involved in four presidential elections, including the forthcoming 2024 general election. In this election, he is running for the presidency, paired with Gibran Rakabuming Raka, the son of President Joko Widodo, as his vice presidential candidate. Examining Prabowo's life history indicates that his leadership differs considerably from that of his predecessor, Jokowi. His background as a former high-ranking military officer has profoundly influenced his leadership style, establishing a reputation characterized by strength and discipline.

The professional trajectory of Prabowo as a career soldier has profoundly shaped his identity today. His approach to decision-making reveals a tendency to assert dominance, as he maintains full authority over his decisions, which he then delegates to his subordinates for execution. This pattern is understandable, given his military history prior to his political career. Presently, Prabowo continues to embody military characteristics in his leadership communication style. For instance, his command-style communication is illustrated in his remarks regarding the contentious issue of penalties for corruptors in the Tin Mining Permit case, where he asserted, "Attorney General, will you appeal? Appeal yes. Appeal". Furthermore, he has reiterated the urgency of his flagship initiative, the Nutritious Meal Program, urging his team to act swiftly and effectively, stating, "Nutritious meal program, Head of the National Nutrition

Agency and all Ministries/Institutions to prepare immediately, we will start by moving quickly, on target, measurable but don't be afraid of difficulties".

Prabowo adopted a resolute approach towards his subordinates, underscoring the necessity for his future cabinet to embody professionalism and diligence. He asserted, "Those who are disobedient, who do not work hard for the nation and state and the people, I give you the authority to immediately remove them, tell them to stay at home, rather than making things difficult for us." Furthermore, Prabowo remarked, "Wherever there is a bottleneck, wherever there is a difficulty, we will immediately resolve it. Let us honestly admit that our bureaucracy is very well-known, very well-known for being 'complicated', very well-known for being slow. There is even talk among our people that our government bureaucracy often complicates, not makes it easier for the people's needs (Kelly, 1998). Some even say, if it can be made difficult, why make it easy.

While Prabowo is perceived as a dominant and assertive leader, this trait serves as an asset in his leadership style, as he remains principled and resistant to external influences. This is evident in his remarks regarding the bureaucratic challenges in Indonesia, where he urged all Ministers in the Red and White Cabinet to facilitate improvements in the bureaucratic processes. Minister of Investment and Downstream, Rosan Roeslani, echoed this sentiment, stating, "The President said there is no tolerance for corruption or negative things that will hinder investment. The rule of law will be strictly enforced and this also provides a sense of comfort and comfort to investors who have invested in Indonesia (Junef, 2021)."

Conversely, this indicates that Prabowo is a leader who is unwilling to make compromises. His strong character poses challenges for the protocol and presidential communication team in terms of management. This situation also affects his style of leadership communication (Effendi, 2023). Prabowo's approach to communication presents difficulties in coordinating and overseeing his staff. A pertinent example of this is the conflicting reports regarding the cancellation of his meeting with Malaysian Prime Minister Anwar Ibrahim. As reported by Kompas, the Cabinet Secretary clarified that the cancellation was due to Prabowo's business commitments in Jakarta, rather than the illness cited by Anwar Ibrahim on social media.

Prabowo has mandated that his ministers conduct their duties with transparency. He articulated, "Our aim is to establish a clean governmental environment". Unfortunately, his initiatives to affirm the accountability of his administration have faced considerable challenges. Several cases managed during his leadership have drawn intense public scrutiny, particularly those related to anti-corruption laws in Indonesia. As a result, Prabowo cautioned his subordinates against leniency towards corrupt individuals. "In prison, they may have access to air conditioning, refrigerators, and televisions. I urge the Minister of Corrections and the Attorney General to be vigilant. He also stated, "I do not hold anyone responsible. This is a shared failure. Let us work towards rectification. I have advised government officials to utilize this moment to purify ourselves before the populace demands our accountability. It is more advantageous for us to take the initiative".

The statement was issued in reaction to the disorder that emerged following the verdict rendered against the corrupt individuals in the Tin company permit case, which involved Harvey Moeis. Prabowo, having served in the TNI, understood that the success of his cabinet hinged on effective teamwork and a robust sense of solidarity. To achieve this, he actively sought to instill a team-oriented spirit among his colleagues. This initiative is consistent with leadership theories that assert that effective leadership significantly enhances teamwork by improving communication, collaboration, and cohesiveness, as referenced by Jiang (2014). This commitment is exemplified by a cabinet retreat that Prabowo funded from his own resources. He recognized the necessity of fostering team cohesion within his cabinet. In a written statement from the Presidential Communications Office, Prabowo stated, "We must move in harmony with the same goal.

The government does not work alone, but as a team." This perspective was supported by Minister of Defense Sjafrie Sjamsoeddin, who noted, "Without a unified spiritual atmosphere, it is difficult for an organization, especially one as large as this." The cabinet retreat can be interpreted as an integral part of Prabowo's initiative to promote transformative leadership. This concept of transformative leadership posits that effective communication by leaders can empower organizational members to realize their full potential. Prabowo openly commended his ministers, as reported by Kompas, expressing gratitude by stating, "I want to say thank you, brothers and sisters, the achievements that we have given can be said that we have only taken over the administration of this country for one month, only one month. But we have been able to give the people important things". During the same event, he remarked, "Even our reserves are sufficient, this is very good news and this is once again the result of your hard work.

My appreciation also goes to the Minister of Agriculture and his team, Bulog, the National Food Agency, all elements of the Minister of BUMN and BUMN under the supervision of the Minister of BUMN, thank you". Furthermore, Prabowo acknowledged, "I also express my appreciation to the Red and White Cabinet. I feel that there is very good cooperation, I feel that there is teamwork". His initiative to gather ministers and staff for a retreat in Hambalang reflects a novel approach to the assembly of state policymakers, fostering an environment distinct from the conventional practices of prior administrations. This underscores the notion that in leadership, the manner of communication often holds greater significance than the content itself. While he exhibits a dominant, firm, and rigid demeanor, he also demonstrates a degree of flexibility as a politician, particularly in his approach to information technology.

This is evident from his remarks to his ministers: "Please utilize technology, but sensitive matters should not be discussed over the phone. We live in a modern era, and there are many who wish to listen. Therefore, if you need to communicate something significant, feel free to come to my office. Furthermore, Prabowo previously expressed, "I encourage you not to hesitate. If you have communicated an issue to the Coordinating-Minister but require further clarification from me, do not hesitate to reach out. You can call me directly; I am accessible". He emphasizes the importance of moving beyond overly formal protocols and feudal attitudes, stating, "We are colleagues, working together for the people. I may hold a position that resembles a team leader, but we share the same obligations and responsibilities to the public" (Irawan, 2019). This illustrates Prabowo's openness to his subordinates, a key trait of transformative leadership (Brandt & Uusi-Kakkuri, 2016).

CONCLUSION

The style of communication employed by leaders is a vital aspect of organizational communication, as it plays a crucial role in achieving the goals of the organization. In the context of analyzing Prabowo's leadership communication style, it is imperative to comprehend his communication dynamics with his subordinates, particularly the cabinet he leads. This subject has been particularly intriguing since the commencement of his leadership, as Prabowo's communication style is notably distinct from that of his predecessor, Jokowi. His military experience, political journey, and personal background as Suharto's former son-in-law have significantly influenced his interactions with those around him, especially the ministers and staff in the Red and White cabinet. It is noteworthy that Prabowo maintains a strong military presence in his communication approach, which is marked by a commanding, firm, and disciplined style. Conversely, he also exhibits flexibility as a politician, adeptly utilizing online communication to engage with his ministers on urgent matters, thereby highlighting the importance of technological media in his exchanges with subordinates.

The analysis of Prabowo's statements and those of his ministers reveals that leadership communication plays a pivotal role in the effective functioning of an organization, particularly the Red and White cabinet. Prabowo's communication style, which encompasses directives, encouragement, and recognition, illustrates three facets of his leadership. On one hand, his approach reflects the characteristics of a transformative and charismatic leader, as evidenced by

his enthusiastic and motivational discourse. This positively influences the performance of his subordinates, especially given Prabowo's introduction of various innovative concepts, such as the cabinet retreat in Hambalang, which facilitates informal and open communication with his ministers. On the other hand, he also demonstrates a transactional leadership style. At times, Prabowo's remarks have a commanding tone, including threats of dismissal for those who do not align with his vision. This indicates that the communication aspect of leadership must be a primary consideration in governance, particularly within the cabinet. Ultimately, this suggests that the communication dimension has frequently been neglected or insufficiently managed, resulting in misunderstandings and creating a work environment that may not support the attainment of organizational goals, including those of the cabinet led by Prabowo.

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