SOCIAL MEDIA MANAGEMENT TO BUILD THE MUNICIPAL GOVERNMENT'S IMAGE

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ABSTRACT

As a public servant, the government must provide information accurately and efficiently. Therefore, social media is essential for local governments to communicate with their communities. Public communication through social media has many benefits, serving not only as an information medium but also to build the government's image. This writing focuses on the public communication carried out by the Tangerang City Government to create a positive image through Instagram, specifically how the management of the Instagram account @humas_kota_tangerang is applied in building the local government's image. This writing also serves as an academic evaluation of public communication in local government, which is crucial for supporting good governance. The research employs a qualitative approach using a case study method. Data collection was conducted through in-depth interviews with those responsible for the Protocol and Leadership Communication Section of the Tangerang City Government, publication analysts, and social media management experts. Data collection also included non-participant observation techniques and content documentation analysis of published materials. The research findings indicate a significant impact from the use of new media, particularly the management of Instagram social media by PROKOPIM, on the formation of a positive image for the Tangerang City Government. Media monitoring and gradual evaluation of the information content uploaded in response to the needs of the Tangerang community, along with prompt responses to public aspirations and complaints, are practices implemented by PROKOPIM in their social media management policies, which are deemed important in building a positive image for the Tangerang City Government. Thus, the findings of this writing can provide academic recommendations for studies on social media management, as well as practical recommendations for local governments to optimize communication strategies through social media to promote inclusive and participatory public services.

Keywords: *Social Media Management, Communication Public, City Government Image.*

1. PREFACE

Media is something controlled by its owners, namely those with vested interests. However, with the emergence of internet technology, new media allows people to have their own accounts and create their own content (Nia, 2019). From the emergence of new media alongside technological advancements, social media has become the most widely used and favored form of new media across various societal groups. Social media is an online platform that enables users to easily participate, share, and create content, including blogs, social networks, wikis, forums, and virtual worlds (Cahyono, 2016). According to databoks.katadata.co.id, the total number of social media users in 2024 reached 191 million (73.7% of the population), with 167 million active users (64.3% of the population) (Panggabean, 2024). Social media is popular due to its fast and participatory two-way communication features.

Technological advancements compel companies, organizations, and individuals to adapt to social networks such as email and social media. Progress in information and communication technology in the digital era has also brought significant changes across various sectors, including government. A major transformation in the government sector lies in its interaction with the public. Previously, communication was one-directional through traditional media. Today, social media facilitates faster and broader two-way communication, even across borders. This shift encourages governments to provide digital platforms where citizens feel heard and valued.

Instagram has become a highly favored and popular social networking platform due to its appealing features that allow users to share information in a visual format (Situmorang & Hayati, 2023). People are using Instagram as a means of communication during quarantine thus causing Instagram usage to increase by 40% (Aurel, 2021). This popularity is reflected in the number of Instagram users in Indonesia, which reached 90,183,200 in August 2024, indicating that 31.9% of the population in Indonesia uses Instagram. A significant portion of its users are women, accounting for 54.2%, while men make up 45.8% (NapoleonCat, 2024).

Initially, Instagram was mainly used by individuals. However, over time, it has been adopted by companies, communities, organizations, and even government entities. Many businesses now use various social media platforms—such as Instagram, Facebook, Twitter, and TikTok—to share engaging content. Among these, Instagram is one of the most popular platforms for business and is widely used by diverse audiences (Chandra, 2021). According to the Directorate General of Information and Public Communication (Widiastuti, 2018), the government is concerned about the utilization of social media by government agencies as an innovation to maximize technology. In the context of city or district governments, Instagram can serve as a medium for disseminating information or policies according to local government directives. This indicates that Instagram is not just a platform for self-expression but can also be a vehicle for spreading information to the broader public in alignment with the context of an organization, community, group, or local government.

In today's digital era, both central and local governments have integrated social media as a communication tool with the public through official accounts on government websites. Strong support from the central government for the development of this digital platform is reflected in official guidelines regarding the utilization of social media published by the Ministry of Administrative and Bureaucratic Reform of the Republic of Indonesia (KemenPan-RB) (Adinda, 2023), emphasizing the need for practical and efficient information dissemination. Therefore, the use of social media is crucial to ensure optimal service delivery to the public.

Although the central government supports the use of social media by local governments, the adoption of Instagram remains varied. Factors such as location, technological access, and understanding of digital services influence this variation, with the digital divide in remote areas posing a significant challenge. Nevertheless, many local governments have incorporated Instagram into their communication strategies. However, due to these factors, social media adoption is uneven, with regions characterized by higher urbanization and better internet access being more active on platforms like Instagram. Examples include major cities such as Jakarta, Bandung, Surabaya, and Tangerang (Indonesia, 2023).

In the context of Tangerang City, a positive image of the government is a key factor for the success of various development programs and public services. Thus, the communication strategy implemented through social media by the account @Humas_Kota_Tangerang needs to be evaluated to assess its impact on building a favourable image in the eyes of the public. Additionally, it is important to understand how the government utilizes interactive features on social media to address questions, respond to complaints, and engage in broader public discussions. In practice, the Tangerang City Government uses the Instagram account @humas_kota_tangerang as a means of two-way public communication with its citizens. Therefore, the writer intends to investigate how this social media account is managed and how the strategies employed contribute to building the image of the Tangerang City Government.

2. RESEARCH METHOD

In the context of this research, the writer has chosen to use a qualitative approach. According to Bogdan and Taylor (Tersiana, 2018), qualitative research is a method that produces descriptive data, encompassing the speech, writing, and behaviour of individuals or groups that are observed. This approach is expected to provide a deep understanding of various aspects of communication, whether it be speech, writing, or behaviour from individuals, groups, communities, or specific organizations. The research is conducted in a holistic, comprehensive manner.

The writer utilizes a case study method to analyze the application of new media in building the image of the city government. In this writing process, the writer will investigate various aspects related to the research subject. A case study is a method where writer explores a specific phenomenon (case) within a particular time frame and activities such as programs, events, processes, institutions, or social groups—while collecting detailed and in-depth information using various data collection techniques over a certain period (Assyakurrohim et al., 2022).

Data collection is carried out through several methods. The first is non-participant observation, where the researcher acts as an observer without directly engaging in the activities of the group being studied; the researcher's presence may or may not be known to the subjects being observed (Kriyantono, 2014). The second method is documentation study, which involves direct observation to gather data from official documents such as e-books and websites as well as relevant previous research (Sugiyono, 2017). The third method is in-depth interviews, which according to Kriyantono (Kriyantono, 2020), are data collection methods conducted face-to-face with informants to obtain complete and detailed information. In this study, the writer selects sources from the Head of PROKOPIM, the Head of the Leadership Communication Sub-Section of PROKOPIM, and the Publicity Analysis Officer of PROKOPIM from the Tangerang City Government. These three informants are considered to have a deep understanding of managing the social media account @humas_kota_tangerang because they are directly involved in the process. Thus, they can provide insights into the impact of new media implementation on forming a positive image within the community of Tangerang City.

Data analysis is an important step in this research. This process involves systematically searching for and organizing results from observations, interviews, and other data to enhance the researcher's understanding of the case being studied and presenting it in a form that can be understood by others (Widyaiswara, 2022). In this analysis, the writer uses coding techniques as a means to obtain factual representations as part of qualitative data analysis. This technique also includes gathering and drawing psychological analysis conclusions from the obtained data (Mahpur, 2017). Writers also pay attention to the quality of research results by applying triangulation techniques for data sources. This technique aims to obtain comparisons from interview results across various sources (Bungin, 2017), thereby enhancing the validity and reliability of the research findings.

3. RESULT AND DISCUSSION

Adaptive Public Communication: PROKOPIM
PROKOPIM plays a critical and strategic role in shaping and maintaining a positive public image for the government, acting as a responsive and supportive institution. Its central mission is to foster public trust and offer citizens a sense of security through effective communication and

transparent public services. By positioning itself not only as a bridge between the government and the community but also as a proactive agent of change, PROKOPIM demonstrates the government's unwavering commitment to openness, inclusivity, and integration in public services. Through this multifaceted approach, PROKOPIM ensures that government initiatives are communicated clearly and consistently, strengthening the relationship between citizens and the authorities.

To effectively carry out this mission, PROKOPIM employs a series of well-thought-out strategies. As Mu'alim, the Head of PROKOPIM, explains, one of the core tactics is the regular collaboration with the Communication and Informatics Agency (KOMINFO). These meetings, held on a regular basis, are pivotal in crafting and refining communication strategies for government programs and policies. The collaboration between PROKOPIM and KOMINFO ensures that communication efforts are aligned with the latest developments and trends in the public sector, allowing the government to respond proactively to emerging issues. One of the key components of this strategy is daily media monitoring, a process that collects and analyzes information from various media platforms to assess public perceptions, identify emerging trends, and evaluate the success of ongoing communication initiatives.

Eka Yulia, Head of Leadership Communication, further elaborates on the importance of media monitoring within PROKOPIM's operations. She shares that the findings from daily media monitoring are promptly communicated to government leaders, allowing them to stay informed about public sentiment and media coverage. These insights are crucial in helping PROKOPIM plan and adjust its communication strategies in real time. The data gathered not only highlights areas of success but also reveals opportunities for improvement, enabling the team to take swift action if any negative trends or issues arise. Based on this information, PROKOPIM's social media team is able to craft content that resonates with the public, addresses their concerns, and reinforces the government's commitment to transparency.

Once the content is published, PROKOPIM takes a proactive approach in evaluating its effectiveness. Niken Yulianti, a Publication Analyst at PROKOPIM, underscores the significance of this process. After the release of content, weekly briefings and engagement reports are used to assess how well the public has received and interacted with the messages. These evaluations help the team understand the impact of their communication efforts, identifying which content drives engagement and which may require further refinement. By consistently monitoring engagement levels, PROKOPIM ensures that its messages remain relevant and responsive to the needs of the public, reinforcing the agency's dedication to maintaining a dynamic and transparent communication strategy.

A crucial aspect of PROKOPIM's approach is its use of social media, which has revolutionized government communication. Niken Yulianti emphasizes the shift from traditional one-way communication methods, such as television broadcasts and newspaper articles, to more interactive and dynamic forms of communication enabled by social media platforms like Instagram and Twitter. This transformation has allowed PROKOPIM to engage directly with the public in real time, responding to feedback and addressing concerns promptly. The interactive nature of social media fosters a two-way dialogue, where citizens can share their thoughts, ask questions, and participate in discussions, while PROKOPIM can provide immediate responses, clarification, and updates. This shift has not only improved the speed and efficiency of communication but also made it more personal and accessible to a wider audience.

By leveraging social media, PROKOPIM is able to create more meaningful and engaging relationships with the public. This approach fosters a sense of inclusion, as citizens feel that their voices are heard and that they have a direct channel through which to communicate with the government. Through these interactions, PROKOPIM not only provides important updates about government policies and services but also builds a deeper sense of trust and cooperation with the community. The ability to listen to feedback, answer questions, and provide real time updates through social media channels like Instagram and Twitter reflects PROKOPIM's commitment to transparency and responsiveness, ensuring that the government remains accountable to the public it serves.

Service-Based Responsive Image
Building a service-based, responsive image for the government is crucial in establishing an institution that is capable of promptly and effectively communicating information while addressing the needs and concerns of the public. This image is constructed through the government's ability to actively listen to the public, respond thoughtfully, and prioritize the public's interest in its actions and policies. The public's perception of the government is significantly influenced by the government's approach to communication and service delivery. According to the Heads of PROKOPIM, Mu'alim and Eka Yulia, a positive public perception hinges largely on the policies themselves. If a policy is perceived as unfamiliar or misaligned with public interests, it may encounter resistance, even if the government's intentions are well-meaning. This is why responsiveness is vital in the development and communication of policies—when the public feels heard and understood, the government's image is strengthened.

A key factor in fostering a positive government image is the government's ability to not only listen to public feedback but also to integrate this feedback into the design and implementation of policies. This approach shows the government's attentiveness to the needs of its citizens, ensuring that the policies and programs developed are more in tune with public sentiment and priorities. By demonstrating this level of care, the government creates an emotional bond with the public, one based on mutual respect and understanding. This relationship, built on open and inclusive communication, is essential for establishing and maintaining sustainable public trust. When citizens see that their feedback has a direct impact on policy decisions, they are more likely to feel that the government is responsive to their needs, fostering a sense of partnership between the government and its people.

PROKOPIM's practices in Tangerang City provide a prime example of how a service-based responsive image can be cultivated. Eka Yulia explains that PROKOPIM ensures swift responses to emerging issues, providing daily updates on important government programs in areas such as education, health, and employment. These updates are not just reactive; they are part of a proactive engagement strategy that allows the government to stay ahead of potential issues by consistently gathering public feedback and addressing concerns in real time. This approach enables PROKOPIM to anticipate community needs, respond to public inquiries promptly, and provide timely information, all of which are essential for building public trust and confidence in government operations.
The practices implemented by PROKOPIM illustrate a model of responsive governance that is based on listening, adaptability, and continuous improvement. This model emphasizes that effective governance requires more than just the issuance of policies—it necessitates a genuine, ongoing dialogue with the public. PROKOPIM's use of digital platforms, such as social media, has proven to be an effective tool in fostering engagement and providing citizens with a space to voice their concerns. By leveraging these platforms, PROKOPIM can respond to issues quickly,

ensuring that public concerns are addressed and that the government remains visible and accessible. This responsiveness is crucial in managing local issues and crises effectively, as it demonstrates the government's ability to act swiftly and competently when faced with challenges.

Both Mu'alim and Eka Yulia emphasize the importance of responsiveness and inclusivity in shaping a positive government image. PROKOPIM's commitment to delivering timely, accurate communication and its proactive approach to public service exemplify how a service-based, responsive image can enhance public trust and satisfaction. The government's ability to address public concerns, keep citizens informed, and adjust its strategies based on feedback fosters a deeper sense of loyalty and confidence among the public. This approach, which prioritizes openness and responsiveness, helps build long-term public confidence, creating a government that is seen as reliable, caring, and genuinely interested in the well-being of its citizens. By consistently implementing these principles, PROKOPIM has demonstrated that a service-based responsive image is not only essential for building trust but also for maintaining it over time.

As well as the importance of timely communication and responsiveness, another crucial aspect of building a service-based, responsive government image is the government's ability to adapt and evolve in response to changing circumstances and public needs. In an era of rapid technological advancement and shifting public expectations, it is essential for the government to remain flexible and dynamic. PROKOPIM has demonstrated this adaptability by regularly evaluating its communication strategies and adjusting them based on the feedback and trends it observes through daily media monitoring and periodic evaluations. This ongoing process of reflection and adaptation ensures that the government's messaging remains relevant, engaging, and effective in meeting the needs of the community.

Furthermore, PROKOPIM's efforts to incorporate new technologies and digital platforms into its communication strategies highlight the government's commitment to staying ahead of the curve. Social media platforms, particularly Instagram, have become vital tools for engaging with the public, disseminating information, and addressing concerns in real time. These platforms not only facilitate quick responses to questions and feedback but also provide an opportunity for the government to humanize its image by showcasing behind-the-scenes processes, public service initiatives, and real-life stories that resonate with citizens. By utilizing these digital tools effectively, PROKOPIM has made government communication more accessible and transparent, further enhancing public trust.

In the long run, the government's ability to remain responsive, adaptable, and transparent in its communication strategies contributes to the development of a strong, positive reputation. As citizens increasingly expect to be active participants in the governance process, it is essential for the government to continuously foster a two-way dialogue with the public. By doing so, the government can not only address immediate concerns but also build a foundation of trust and cooperation that will endure over time. Through its commitment to responsiveness, adaptability, and open communication, PROKOPIM serves as a model for how a government can effectively manage its public image and strengthen its relationship with the community.

Proactive Digital Government Communication
This research highlights the pivotal role of PROKOPIM in maintaining and enhancing the positive image of the Tangerang City Government through effective communication practices that prioritize transparency and openness. As the agency responsible for leadership

communication, PROKOPIM employs various strategies to build public trust and strengthen relationships with the community. One of the primary strategies is routine media monitoring, which is conducted twice daily to detect and analyze emerging issues in both online and print media. The data collected through this monitoring process is then communicated to leadership as evaluation material and used to inform strategic decision-making. This process helps PROKOPIM stay attuned to public perceptions and mitigate potential communication crises.

Additionally to media monitoring, Eka Yulia, Head of the Leadership Communication Sub-Section, emphasizes the importance of regular coordination meetings between PROKOPIM and the Department of Communication and Informatics (KOMINFO). These meetings, held on a weekly and monthly basis, are crucial for evaluating the effectiveness of the content published by PROKOPIM and designing communication strategies for the upcoming period. By assessing published content and adjusting strategies according to community needs and trends, PROKOPIM ensures that its communication efforts are responsive to the everchanging dynamics of public opinion.

The communication team at PROKOPIM consists of various divisions that work collaboratively, from content designers to creators and editors, to produce messages that resonate with the public. According to Niken Yulianti K., a publicity analyst, weekly evaluations are essential in identifying which content drives engagement and which needs optimization. This continuous evaluation and feedback loop enables the team to innovate and refine their strategies, ensuring that they deliver relevant, engaging, and effective messages that maintain public interest and trust.

In the digital age, communication has evolved from a one-way delivery model to a more interactive, two-way approach, particularly through social media platforms. Mu'alim, S.S., Head of PROKOPIM, explains that platforms like Instagram allow the government to engage directly with the public by responding to questions, feedback, and concerns in real-time. This level of responsiveness is vital for building public trust, as citizens feel heard and valued when their voices are acknowledged by the government. It also reflects the government's commitment to being present and responsive to citizens' needs, which contributes to a positive image.

PROKOPIM's effective use of social media, particularly Instagram, has proven to be a valuable tool in fostering a positive image for the Tangerang City Government. By leveraging new media platforms, PROKOPIM has been able to reach a wider audience, engage with citizens, and demonstrate its commitment to transparency and openness. Daily media monitoring, combined with weekly evaluations and continuous adaptation of communication strategies, ensures that PROKOPIM is always responsive to public dynamics. This approach has positioned PROKOPIM as a proactive and flexible institution, capable of adjusting its communication strategies to meet the evolving needs of the community.

Moreover, social media has become an indispensable tool for government institutions, businesses, and individuals seeking to build and maintain a positive image. Its broad reach and interactive features enable the delivery of consistent, strategic messages through various forms of content, including visuals, written posts, and multimedia. These messages help reinforce identity and promote a positive image, while also allowing for quick responses to emerging issues. Social media serves as an effective platform for crisis management, providing an opportunity for governments to address concerns swiftly and foster public trust. When used effectively, social

media encourages active engagement, boosts loyalty, and shapes positive perceptions, which is crucial for maintaining a strong government image in the digital era.

In the context of government communication, social media platforms like Instagram have significantly transformed the way the public interacts with the government. In the past, communication was often one-way, with messages being broadcast to the public through public speeches or announcements. Today, however, two-way communication is essential, particularly when it comes to receiving and responding to feedback and suggestions from the public. Social media plays a critical role in this interactive communication model, allowing the government to not only share policies and programs but also gather valuable data on community needs. This dynamic approach fosters greater public participation and helps build a more positive image for the Tangerang City Government's Public Relations Department (PROKOPIM).

Interactivity in this context goes beyond just responding to comments or feedback. It involves the entire process of content creation, from scriptwriting and shooting to video editing, captioning, and determining thumbnails for posts. Once content is published, the public has the opportunity to engage in various ways, such as liking, commenting, or sending direct messages (DMs) to @humas_kota_tangerang with suggestions or feedback. This interactive process helps create a sense of community and involvement, which strengthens the relationship between the government and its citizens.

Active public engagement on social media also enhances transparency and accountability. By regularly publishing information about government programs, policies, and achievements, PROKOPIM ensures that the public remains informed about the government's actions. This transparency is critical for building trust, as research shows that institutions that prioritize openness tend to earn higher levels of public trust. By responding to feedback and addressing concerns promptly, PROKOPIM demonstrates its commitment to serving the community and adapting to its needs.

In response to public feedback, PROKOPIM implements policies that directly benefit the community. To assess the effectiveness of these policies, PROKOPIM uses social impact analysis tools to measure the outcomes of its initiatives. The feedback gathered from the public is analyzed weekly, and key issues are discussed in monthly evaluation meetings and daily briefings. This information is then used to refine communication strategies and inform future policy decisions. PROKOPIM's clear and structured social media strategy ensures that content reaches the public effectively, although there is still a need to expand the reach to citizens who do not follow the official Instagram account. To address this, PROKOPIM employs content distribution strategies, including sharing posts through WhatsApp groups and collabo-rating with media outlets, ensuring that vital information reaches all citizens.

4. CONCLUSIONS AND SUGGESTIONS

After research findings, the writer concludes that the Tangerang City Government has created a public channel to achieve citizen aspirations, criticisms, and suggestions through modern public communication using Instagram @humas_kota_tangerang. This public channel enables rapid and real-time communication with the governmental institution. Since the establishment of this public channel, the Tangerang City Government has attempted to maximize informational

content and policies on the Instagram account with engaging packaging to entertain and engage the Tangerang community beyond mere information provision.

Additionally, the Tangerang City Government possesses a systematic social media management system during its digital communication operations. Utilizing social media as a public communication tool has proven effective in increasing community involvement and interaction towards surrounding phenomena or issues. Based on public aspirations, PROKOPIM succeeded in introducing a two-way communication platform that allows the government to listen and respond quickly to public needs and aspirations. The responsive service-oriented image presented by PROKOPIM underscores the importance of providing accurate and relevant information in a timely manner. Regular media monitoring and content evaluation demonstrate a structured system improving communication and transparency, leading to a positive government image among citizens. Consequently, proactive digital communication enables PROKOPIM to reach a wider audience and increase accountability with interactive and educational content strengthening public trust and participation simultaneously creating a modern, responsive, and transparent government image.

Moreover, regular evaluations facilitate identifying effective content, encouraging continuous innovation in delivering relevant messages to the public. The shift from traditional one-way communication models to interactive two-way dialogue enhances public trust since citizens feel heard and served. Using platforms like Instagram expedites responses while maintaining transparency, showcasing PROKOPIM's commitment to fast and accurate information delivery. Analyzing social media activity shows high interaction rates on accounts like @humas_kota_tangerang, highlighting effective digital communication strategies. Ultimately, leveraging social media ensures real-time responses, fosters active participation, addresses crises promptly, ensuring policies remain relevant and targeted.

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