

CHAPTER I

INTRODUCTION

A. Background

On 2015, the Department of Communications and Information (Diskominfo) of Depok City promoted the role of social media to deliver the information related to programs and new policies of Depok City Government. The reason is that social media meant to respond questions and provides answers for people who want to get any information on how to take care of license, address sub-district, or complaints regarding the performance of the state apparatus.

According to the Chief of Department, M Fitriawan during the Socialization of Local Regulation No. 3 of 2015 at Bumi Wiyata Depok, residents were advised to access the site Depok depok.go.id. Within the website, public will have an access for the latest information about Depok City achievements, policies, regulations, and public events. Additionally, all agencies within the Depok City Government now have accounts, so that residents can interact directly. He also stated that the Mayor and Vice Mayor of Depok should have personal social media accounts to get closer to the community. Vice Mayor of Depok at that time, Muhammad Idris, affirmed how great social media works in connecting him with his people.

The mayor uses social media to greet the residents, besides responding to anything they want in the tweets, informs the rest of what activities are done, in progress, and the future (Beritasatu.com, 2015). There are many benefits and roles

of social media in government. Not only as an actualization of the programs, but also to respond complaints and suggestions from citizens (Beritasatu.com, 2015).

In the modern world, ICT development has led the government to a new round in establishing new concept known as Cyber City, which is more emphasis on public services based on Information Technology and encourages Governance (good governance). There are three things that underline the embodiment of cyber city, ICT infrastructure, application and cyber content which includes in the government sector information, and the public or community. To accelerate the realization of the cyber city, it takes the role of government in the provision of facilities and infrastructure. For the development of the ICT community is also needed as partners in the implementation of public services.

The trend of the Cyber City is able to drive growth in the services sector, by relying on digital knowledge-based society and provide greater opportunities to all communities for self-development through communication means and channels available. It is estimated that in the future, the cyber city can color the level of progress on the Depok city community, which is based on the digitization of information through communication and the information correctly.

The Depok City Government are currently managing active accounts on the two social media on Twitter and Facebook. It is intended to provide information and receive feedback from the public as well as supporting the transparency of agencies. In their Twitter account, Depok City Government has had 17.8000 followers and 12,600 tweets spreading, whereas Facebook account, already has 28

429 likes. This is the proof that the social media has attracted the public and open their opportunity to take part in policy process.

To increase transparency and accountability, the City Government has made a regulation that will be the legal basis for the utilization of social media as a tool for communicating with the public. The use of social media has been enacted on the local regulation of Depok No. 3 of 2015 on the implementation of technology and information.

The regulation is meant to improve public services; provide a good system in implementing the information technology; guarantee the right of citizens to be informed of government decision making and the reason behind it; ensure the rights of citizens in providing ideas and opinions respectively, and enforcing the law of the utilization of information technology under the Department of Communication and Information.

In pursuance of the Depok Mayor Regulation Number 26 Year 2008, Duties, Function and Administration of Communications and Information Agency of the Depok City, there are two basic tasks as the responsibility of the Office of Communications and Information. It carries out the service of government affairs and public services in the field of communication and information.

The growing social media use in government and interaction citizen and government via government website encourage the change of internal government bureaucracy. Citizen involvement in governance is a focal point to ensure better government accountability through broad space of social media for public participation. Social media is defined as “a group of Internet-based applications that

build on the ideological and technological foundations of Web 2.0, and that allow the creation and exchange of User Generated Content (Kaplan & Michael Haenlei, 2010) “Web 2.0” refers to Internet platforms that allow for interactive participation by users. “User-generated content” is the name for all of the ways in which people may use social media.

Reported by Kaplan and Haenlein on The Organization for Economic Cooperation and Development (OECD) Report, they specify three criteria for content to be classified as “user-generated.” First, it should be available on a public-accessible website or on a social networking site that is available to a selected group. Second, it entails a minimum amount of creative effort. Third, it is “created outside of professional routines and practices.” (OECD, Participative Web, and User-Created Content: Web 2.0, Wikis, and Social Networking¹⁸ (2007)OECD Report) (Kaplan & Haenlein, 2010: 61).

Recent scholars on media-government negotiation is in the wake of intensified media pressure and critical news stories featuring failed policies, dysfunctional systems, and incompetent civil servants as noted by Figenschou, et al. (2015). Related with that, Deacon and Monk, (2001); Gordon, (2000); and Schillemans, (2012) found that governments have had little choice but to adapt to and even adopt a media logic. The theory of mediatization emphasizes on how the news media influence other political elites and institutions, defining the constitutive rules of communication (Altheide, 2004; Mazzoleni & Schulz, 2010; Meyer, 2002; Strömbäck, 2011). Lazer, et al. (2009) mentioned that digital government data need to be analyzed and interpreted to understand to what extent they support

government's mission. Many agencies are however reluctant to measure their online interactions or are even prevented by their interpretation of existing laws and regulations (Mergel, 2013).

Social media improve communication between citizen and government better than e-government sites with a sense of personalization or community may hinder rather than facilitate the delivery of services (Mirchandani, et al., 2008). In Korea, social media connections had considerable influence on citizen engagement via Twitter that serving as a source of public information on important topics such as safety and health, but the government's efforts to connect with citizens are less effective than those to communicate with citizens and respond to their needs (Khan, et al. 2014)

The application of ICT means profound organizational challenges to government agencies especially in two crucial respects: (1) restructuring of administrative functions and processes, and (2) coordination and cooperation between different departments and different levels of government (Aichholzer, Rupert Schmutzer, 2000). However, in many e-government projects are not always good stories, not only in developing countries but also in the developed country. Chadwick (2011) found in the failure of the online citizen project in US, "TechCounty" due to the institutional variables: the e-government team was free-floating rather than embedded in the county executive's office and was, therefore, unable to drive change; departmental rivalry and different decision-making cultures; ambivalence on the of elected representatives; technologically aware leadership was lacking and an eagerness to avoid bad publicity. The other

researchers call the concept of transformation in using ICT, including social media for the government (Klievink and Janssen, 2009).

They concluded that transformation is a complex problem to which no universal approach exists and for which different types of models can be used (Klievink and Janssen, 2009). Managers want models that help them realize the transformation, whereas policymakers are more interested in models that help them shape the right direction and identify relevant elements (Klievink and Janssen, 2009)

Meanwhile, there is very limited number of research on the relationship between technology and organizational form and function. Between 1996 and 2005, only 2.8% of 1,187 the research published in these four leading journals focused on the relationship between technology and organizational form and function (Zammuto, et, al, 2007). In their research article, Zammuto, et. al. (2007) concluded that it is very important to study how information is socially and organizationally made sense of because organizing takes place around those understandings and subsequent actions, not only around information acquisition and transmission and to study how affordances emerge and evolve with changing technological and organizational features (Majchrzak et al. 2007), and to understand the impact of affordances on boundary conditions. Zammuto, et al. (2007) use the affordance term that refers to as affordances for organizing depend not only on the functionality characterizing the information technology, but also on the expertise, organizational processes and procedures, controls, boundary-spanning approaches, and other social capacities present in the organization.

B. Problem Statement

Based on the case explained in the background, this research was focused on internal capabilities of The Depok City Government in using social media to communicate with the public and its contribution to policy making.

C. Research Questions

Based on the background of the problem above, the research questions of this research will be:

1. How capable is the Depok City Government in using social media to communicate with the public?
2. How does the social media contribute to the City Government policy making?

D. Objectives and Benefits of The Research

1. Objectives of The Research

The objectives of this research are:

- 1) To explore the Depok City Government in using social media to communicate with the public.
- 2) To explore the challenges faced by Government of Depok City in managing the social media.

2. Benefits of The Research

This research is expected to bring benefits to the basic research to determine whether using the social media is the best way to communicate with the public and generate good ideas of decision making for the government.

E. Literature Review

The literature review of this research as follows:

Table 1.1 Literature List

Name	Title/Year	Conclusion
Diah Ayu Seruni and Tutik Rahmawati	E-Government And Citizen Participation/2015.	From the results of research on every challenge of e-participation, was found that the government still difficulties in overcoming the challenges of the digital divide, infrastructure development, employment/workforce issue, financing structure, and education and marketing. So also with a citizen who is still difficulties in overcoming the challenge of the digital divide, trust, transparency, and education and marketing. This

		<p>makes the level of e-participation in public still low.</p>
<p>David Landsbergen</p>	<p>Government As Part Of Revolution: Using Social Media To Achieve Public Goals/2010.</p>	<p>Each of the individual issues discussed above is significant, and it will take the time to work out effective legal, policy and managerial solutions. However, understanding how to deal with these issues and what social media means for government involves understanding that social media is more of a communications tool than an information technology tool. Once this is understood and that this type of communications – fast, interactive, personal – is quickly becoming the type of communications that citizens desire, the government will need new ways of looking at how they communicate and work with their citizens. Social media is about</p>

		<p>cultivating networks and using them well. This means that governments should now think about how social media can support its relationships within their larger social network of individuals, groups, organizations, and institutions.</p>
<p>Bambang Supardono and Ayu Noviani Hanum</p>	<p>Role of Social Media For Management Relationship With Customer Service E-Commerce/2011.</p>	<p>The advantage of social media services is to provide two-way communication between the space-enterprise customers and consumers. This two-way communication enabling consumers to participate, collaboration and interact, which in essence, consumers are no longer the object but the subject of marketing. Some of the best practices of companies that have managed to take advantage of social media are conducting survey polls</p>

		<p>on consumer's desire, provide a link video services, discount offers, interact with consumers, and experimental marketing. Surely, this would give the effect of viral marketing, brand loyalty, word of mouth and crowdsourcing. Social media is able to facilitate the public to obtain the latest information, participate, interact and collaborate with the government online.</p>
<p>John Carlo Bertot, Paul T. Jaeger, and Katie Shilton</p>	<p>Information Policy And Social Media: Framing Government – Citizen Web 2.0 Interactions/2012.</p>	<p>Government usage of social media has rapidly increased in a short period, but with a little research about implementation, perceptions, and usage. Further, research into the access issues faced by different populations, the policy perspectives on access that shape social media policy, and the design values evidenced by implementations of government</p>

		social media will be important in documenting, framing, and improving interactions between governments and members of the public in the Web 2.0 environment.
Gohar Feroz Khan, Ho Young Yoon, Ji Young Kim, and Jan Woo Park	From E-Government To Social Government: Twitter Use By Korea's Central Government/2015.	The results indicate that government institutions in Korea made extensive use of Twitter in their daily interactions with citizens but that their networking strategy directly targeting the public did not necessarily motivate the public to participate in their social media activities. Instead, managers in charge of Twitter accounts played a much more important role in this regard. This suggests that the government's efforts to connect with citizens are less effective than those to communicate with citizens and respond to their needs. G2G connections had considerable

		<p>influence on citizen engagement by serving as a source of public information on important topics such as safety and health. This suggests that individual government institutions should focus more on addressing citizens' needs than on increasing followers. However, for government institutions as a whole, connections between them do matter in attracting citizens' attention. The results demonstrate that government agencies should formulate their social media strategies by taking a two-track approach to the management of social media</p>
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The difference of this theses with literatures above is the city used for a case study, Agencies as research units, and the hypotheses used to determine the research concept. This research also tried to focus the analysis of Social media use in a developing country's fast-growing high-density urban area, and government

capabilities in working with social media platform and transform it into the S-Government.

F. Theoretical Framework

1. S-Government and Organizational Transformation

a. Social Media Use in Government

Simon Oyewole Oginni (2015) said that the development of social media tools over the last decade has altered modes of communications between governments and citizens. Social media has opened ways for greater political participation, thereby creating a new social dynamic. An Internet-based tool unifies geographically dispersed individuals on virtual platforms through user-generated content. Leavey (2013) defines social media as a social structure made of nodes comprised of individuals or organizations tied to one or more specific types of interdependencies, such as values, ideas, financial exchange, friendship, kinship, dislike, conflict, or trade. In reality, the innovative tool brings together people of common value systems, visions, and aspirations to collaboratively form opinions on issues of concerns in virtually connected environments.

Pinzón (2013), posits that social media is part of a wider trend in a communication landscape that is characterized by mass collaboration; it is responsible for a significant portion of time expended online. In the context of this study, social media refers to the online tools that permit real-time interactions and feedbacks (for

instance, Web 2.0); it is a broad term that extends beyond Facebook, Twitter, and LinkedIn to include e-government.

Social media can also be seen as a productive tool that relieves social struggle and policymaking. The concept of public policy was developed in response to heightened social struggle and duties of governments to ensure citizens' welfare (Nyong'o, 1998). Public policy is concerned with how societal issues are defined, constructed, and approached on a political level, and is used to examine the effects of a government's actions or in actions. Although the inclusion of inaction may seem counter intuitive, public policy encompasses all aspects of a government's decision-making process.

Social media can transform government organization into s-government. Transformation is capabilities to enable organizational change, which requires the management of projects or programs to develop or integrate systems, leadership and change in culture or organizational factor (Klievink and Janssen, 2009; Kavanaugh, A. L, et al., 2012).

b. Organizational Factors

The government organization is one unit of social system and strongly affected by it. By a social system, the organization conducting experiments that it concurs with our everyday experience with them (Achterbergh and Vriens, 2009). According to

Luhmann, organization belong to the class of autopoietic system is a result of decisions and function as decision premises for follow up decisions and quite different from definition of the normal textbook defined “goal searching systems, goal realizing system, goal directed combination of capital, people, and information (Achterbergh and Vriens, 2009). Furthermore, Luhmann argued organizations consist of goals and means to realize them is to mistake results of organizing for organizing itself (Achterbergh and Vriens, 2009).

The theory of autopoiesis was developed by two Chilean cognitive biologists; Humberto Maturana, and Francisco Varela; in the sixties and early seventies. We abstract from life and define autopoiesis as a general form of system building using self-referential closure; we would have to admit that there are non-living autopoietic systems, different modes of autopoietic reproduction, and general principles of autopoietic organization that materializes as life, but also in other modes of circularity and self-reproduction.

In other words, if we find non-living autopoietic systems in our world, then and only then will we need a truly general theory of autopoiesis, which carefully avoids references that hold true only for living systems. (Luhmann 1986b, p. 172).

The basic building block of social systems is communication. Communication consists of information, utterance

and understanding, and is that which allows for a system's self-constitution. Luhmann defines social systems as being principally boundary-maintaining systems (Hernes, T., & Bakken, T. (2003). Luhmann conceives of communication as a combination of three components: (1) information, (2) utterance and (3) understanding, each of which Luhmann conceptualized as a selection.

He defined information as a selection from a repertoire of possibilities. Every communication selects what is being communicated from everything that could have been communicated. With utterance, Luhmann refers to the form of and reason for communication: how and why something is being said. One can say, the utterance is the selection of a particular form and reason from all possible forms and reasons. Understanding is conceptualized as the distinction between information and utterance (Seidl, D.,2004).

Organized social systems can be understood as systems made up of decisions. It is not understood as a psychological mechanism, but as a matter of communication, not as a psychological event in the form of an internally conscious definition of the self, but as a social event. That makes it impossible to state that decisions are already taken still have to be communicated. Decisions are communications; something that clearly does not preclude that one can communicate about decisions (Luhmann, 2003).

What are the elements of organizations? Elements of organizations are communications that communicate a selection as a selection (Achterbergh and Vriens, 2009). Communication has an inner structure as a selection of a set selectable options; it can be recognized as a decision and connected to prior decisions and thereby contribute to the self-production of the organization (Luhmann, 2000).

2. Membership

There are eight types of decision premises, namely membership, communication pathway, decision programs, personnel, positions, planning, self-description, organization culture and cognitive routine (Achterbergh and Vriens, 2009). In an organization, only members can contribute to the generation of decisions.

However, using social media, citizens influence direction and outcomes of government, improve the government's situational awareness, and may even help execute government services on a day-to-day (Linders, 2012). In other words, citizens are the members of government organization who can contribute to the generation of government decision on a day-to-day.

3. Organizational Culture and Cognitive Routine

Like other organization scholars, Luhman (2006) argues that organization has undecided decision premises, namely

organizational culture and cognitive routine. Organizational culture is basic values woven into the fabric of the organization as well as undecided rules for decent behavior or the attribution of blame or praise are also examples of cultural decision premises (Achterbergh and Vriens, 2009). Cognitive routines are a by-product of ongoing practices in the organization's relation to its social and nonsocial environments.

One character of the government is a joined-up or integrated government service delivery, governments have to deal with the problem of fragmentation of government within the constitutional, legal, and jurisdictional limits (Scholl & Klischewski, 2007).

4. Communication and Organizational Structure

The second type of decision premise is communication pathway prescribing the "route" that should be followed in operations being to count as the decision in an organization (Achterbergh and Vriens, 2009). Luhmann (2000) argued that communication pathway do not involve "hierarchy, but also lateral communication one. Luhmann's (2005) the fundamental idea was that organizations decide by themselves, which is considered as a decision. This applies to decision communication as well.

Personnel and position in public administration are organizational structuring variables (Weerakkody, 2011). Luhmann argues that competencies and experience are very important for

decision premises. Luhmann (2005) also states that the nature of decision communication changes when the time to make a decision occurs. If decision communication is seen as communication, which leads to a decision, then the post-decisional information of decision communication differs from pre-decisional communication. Communication mediated by ICT (or social media) provides the virtual platform for an informal and open sharing of thoughts, expectations, assumptions, and values which offer an opportunity to form alliances of collective responsibility may be different from the formal hierarchies of management relationships within the parent organization (Mezgar, 2006).

The another research found the government organization should implement its networking strategy by mobilizing Twitter accounts of various government institutions and promoting their cooperation instead of following Twitter accounts of citizens or networking with them (Khan, et al., 2013). In another word, Klievink, B., & Janssen (2009) proposed the integration of ICT integration into government organization. Integration in government can be defined as the “forming of a larger unit of government entities, temporary or permanent, for the purpose of merging processes and sharing information” (Scholl & Klischewski, 2007). Hence integration extends to both process integration and information integration (sharing) (Klischewski, 2004) and pertains

to the institutional dimension and in part to the high-level functional dimension (Kubicek & Cimander, 2009).

In other words, as opposed to interoperation or interoperability, which alludes to the technical and lower-level functional aspects, integration refers to the non-technical and governance aspects of intra- and inter-government collaboration. Further following Scholland Klischewski's set of definitions, interoperation "occurs whenever independent or heterogeneous information systems or their components controlled by different jurisdictions/administrations or by external partners smoothly and effectively work together in a predefined and agreed upon fashion" (Scholl & Klischewski, 2007) whereas interoperability "is the technical capability for e-Government interoperation" (Scholl & Klischewski, 2007).

In a functional perspective, IT-based interoperation encompasses layers such as technical (signal-level) interoperation, syntactic (data-level) interoperation, semantic (information/meaning level) interoperation, and finally business process interoperation (Kubicek & Cimander, 2009). Others propose to distinguish further between technology ("computer"), business process, information, values, and goals when analyzing government integration and interoperation projects (Gottschalk, 2009).

5. Personnel and Position

Personnel and position in public administration are organizational structuring variables (Weerakkody, 2011). Luhmann argues that competencies and experience are very important for decision premises. Luhmann (2005) also states that the nature of decision communication changes when the time to make a decision occurs. If decision communication is seen as communication, which leads to a decision, then the post-decisional information of decision communication differs from pre-decisional communication. Communication mediated by ICT (or social media) provides the virtual platform for an informal and open sharing of thoughts, expectations, assumptions, and values which offer an opportunity to form alliances of collective responsibility may be different from the formal hierarchies of management relationships within the parent organization (Mezgar, 2006).

Information factors consist of communications, information, and technology (Kavanaugh, A. L. et al., 2012). Those aspects are important variables regarding relationship between government organization and citizen used to study Arlington County. The influence of ICT use on organization transformation process in Netherland is confirmed these previous findings (Klievink, B., & Janssen, 2009). However, bureaucrat behaviors are also undeniably linked to the culture and structure of the organization within which

they work, and the managers from whom they receive direction (Fulla and Welch, 2002).

Moreover, the relationship between citizen and bureaucrat continues to be based on public service. As a result, any model of interaction between citizen and government must explicitly include the broader social contexts from which they originate. Fulla and Welch (2002) furthermore expect that the organization can choose among five options for response to an asynchronous query: non-response, generic response, direct informational response, referred informational response, and referred action.

1. Role reassignment;
2. Structural change / Intra-organizational networking;
3. Response times;
4. Prioritization of information exchange as critical to service delivery
5. Organizational Stress dependent on depth of action;
6. Understanding of functions between units

Meanwhile, the response level depends on the performance of the virtual team in certain organization linking between virtual team member more social and psychological in nature (Mezgar, 2006). The virtual team s are run on trust rather than on control (Handy in Mezgar, 2006) which requires lateral communication and active involvement from each individual under the flat sequential structure,

participatory management practices and novel schemes of shared responsibility (Mezgar, 2006). The Luhmannian perspective developed here helps us to address the relatively neglected questions of how the operating and strategy routines of an organization are related to each other, and how both are related to the generation of strategic change Hendry, J., & Seidl, D. (2003).

Social systems for Luhmann are not, therefore, systems of action, structured regarding the thoughts and behaviors of individual actors, but systems of communications in which the communications themselves determine what further communications occur. Luhmann introduces his concept of the episode in the context of societal change, and it does not feature explicitly in his accounts of organizations.

From a social systems perspective, the routine suspension of normal operating structures (the routine suspension of normal routines) is essential to the long-term survival of an organization and an integral part of its structure. The second insight is that strategic episodes are important not just for changing strategies but also for confirming and reinforcing them. The third insight, which again challenges the exceptionalist view, is that for the line management of an organization, strategic episodes are the routine focus of strategic practice. The fourth insight concerns the relationship between organizational strategy and the practices of 'strategists.

Government organization culture in the emerging “Digital Era Governance” (DEG) and “Transformational Government” (t-gov) paradigms are “citizens and businesses will increasingly co-produce most individual outputs using electronic processes, leaving agencies to provide only a facilitating framework” (Dunleavy, Margetts, Bastow, & Tickler, 2005) and citizen empowerment (CS Transform, 2010).

6. Public Policy Innovativeness

Luhmann (2005) emphasizes that decision communications are not produced by human beings but by the social system, the organization. Luhmann sees decisions as the elements of organization and “compact communications,” which communicate their own contingency. Luhmann also theorizes (2005) that decision communication is the only form of communication that contributes to the autopoiesis of sequential.

I program are regulative conditions for correct or incorrect decision behavior, namely goal program and conditional program (Achterbergh and Vriens, 2009). Goal programs specify goals (desired) that should be pursued, depend on the circumstances or expected side effect, and conditional programs have a general form that allows for different levels of specification (Achterbergh and Vriens, 2009).

When government organization managers face the growing demand from netizen via social media, they are not producing a sequential decision, producing one decision after the other, but they can produce multiple coherent decisions in the same sequence in time and at different moments in time (Achterbergh and Vriens, 2009).

Luhman defines those decisions as planning. However, organization has other means of integrating decision premises, namely self-description. Self-description function as a means to bring the multitude of decision premises to unity (Achterbergh and Vriens, 2009). IT was primarily used to automate existing operations and to increase the speed of communication. Automation of organizational functions meant that routine information collection and storage tasks were taken over by IT, replacing paper and people with electrons, without fundamentally changing the way work was done as “automated plumbing.” (Zammuto, et al., 2007).

This means organizations are not “Sequential mechanism” producing one decision after the other, but at the same time organizations must coordinate “event like” (via social media) character of the decision, called planning (Luhmann, 2006; Achterbergh and Vriens, 2009). Organizations have to decide what to observe in the environment, how to observe it, and which conclusions to draw from their observations Kieser, A., & Leiner, L.

(2009). Decisions are the basic elements of organizations. When making decisions managers refer to earlier decisions, including decisions on how to observe and interpret the environment, and thus establish self-referentiality (Seidl, 2005b).

The public policy covers a wide range of issues which affect the public; it includes economic, social, and political issues that are subdivided into strata such as education, health, environment, security, agriculture, finance, etc. According to Smith (2003), policy moves through six steps: agenda setting, policy formulation, decision making, implementation, evaluations, and termination. However, policy process is not restricted to a linear timeline: it can be improvised or tailored in a predefined manner by actors or the dictates of some set objectives. Research into the policy process is designed to ask how problems and policy solutions come to be defined, by whom, and with what effect. IDS (2006) states the following characteristics of the policy process:

1. Policy-making should be understood as an analytical or problem-solving process;
2. Policy-making is incremental, complex, and messy—it is iterative and often based on experimentation, learning from mistakes, and taking corrective measures. Therefore, there is no optimal policy decision;

3. Policy process involves overlapping and competing agendas which may not allow total consensus among concerned parties over what the essential policy problem is;
4. Policy process includes some perspective at the expense of others.

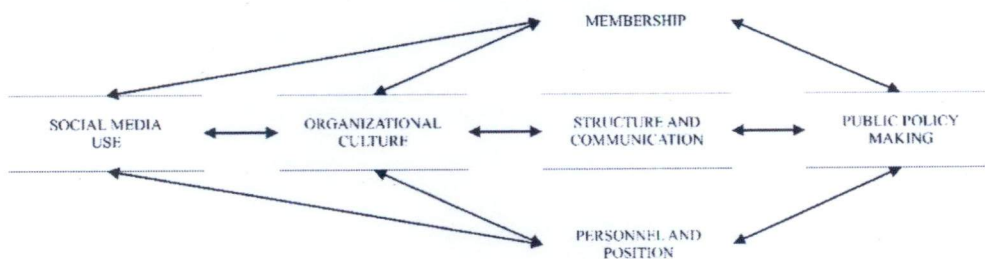
In each stage of policy processes, technology has an important role to play in the digital age. The policy process requires quality inputs, decision making, and feedback mechanisms to be successful. One important quality of enhanced policy is wide participation in the policy process. Social media thereby presents an opportunity to incorporate a multitude of opinions or alternatives during policy processes. Citizen engagement is crucial in directing policy to the most pertinent issues within the receiving locality (Imurana, 2014).

A recent study on online activity in social media for public policy, social, and political issues of some selected countries reveals that developing countries seem to have the highest proportion of engagement in online public policy and social and political issues (Ipsos-Markinor, 2012). The argument was based on the assertion that the democratic history and experience of a country play a role on the magnitude of online engagements and extent of social media use. That is, a grown-up democratic country tends to have a more

organized system of channels for a citizen to air their views than do emerging economies.

Using David Easton’s theory of the political system, public policy is divided into several parts: policy environment, inputs process, a conversion process (decision-making system), policy outputs, and feedback mechanisms (Easton, 1965). At each stage of the public policy process, factors such as social distance between policy makers and the general public, information asymmetry, the politicization of policy implementation, and weakened feedback mechanism have been identified as challenges of public policy processes in Africa (Imurana, 2014; Obasi). Queensland Government (2010) develops a successful s-government successful into four indicators: activity metrics, activity ratio, customer service metrics, ROI measurement, and result.

Figure 1.1 Enhanced public policy process in an S-government



Source: Nurmandi, 2015

G. Hypotheses

H1: The formal social media use in local government will significantly affect the change of organizational culture and then transforms city government including the citizen engagement pattern, structure and communication patterns within organization and capacity of personnel.

H 2: Transformation of city organization will significantly affect their public policy making

H. Conceptual Definition

The conceptual definition is an attempt to explain the limitations of the research concept in order to avoid misunderstandings. In this study, the author used the S-Government as a conceptual definition. It defines as a transformation of government enabling the organizational change that requires the management of projects or programs to develop or integrate systems, leadership, and change in culture or organizational factor.

I. Operational Concept

In this research, the operational definition of S-Government as follows:

A. Government Capabilities in Handling the Social Media

1. Membership

- a. There is a legal foundation of social media use in city government.
- b. Availability of local government institution for handling the social media.

- c. Standard operating procedure for handling social media.
 - 2. Communication Pathway
 - a. Response times
 - b. A virtual platform for an informal and open sharing of thoughts, expectations, assumptions, and values which offer an opportunity to form alliances of the collective;
 - 3. Personnel
 - a. Qualification of personnel
 - b. Chief information capability
 - 4. Decision and Planning
 - a. Guidelines of social media based policy making
 - b. Virtual coordination
 - 5. Position
 - 6. Organization Culture and Cognitive Routine
- B. Social Media Contribution towards Public Policy
- 1. Improving Efficiency and Productivity
 - 2. Improving Local Public Services
 - 3. Improving Policy Making
 - 4. Strengthening the Local Democracy
- C. Correlative Analysis
- 1. Correlative Explanation
 - 2. Hypotheses Testing