

CHAPTER III

RESULTS AND DISCUSSION

Analysis of S-Government in The Depok City

A. Government Capabilities in Handling the Social Media

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). In this part, the author analysed all aspects of Government capabilities in handling the social media.

1. Membership

1.1. Legal Foundation of S-Government

In realization of the S-Government in Indonesia, the government had issued Law No. 14 of 2008, on Public Information. The law was enacted as a follow up to the demand of Article 28F of the Constitution, which says that guarantees the right of every citizen to communicate and obtain information to develop personal and social environment. In addition, there is a high public demand towards democratic, transparent, and accountable government. It is also necessary to optimize public oversight and development of the information society that is able to provide feedback to the policy of the government policy.

One of the qualifications of every DIO mentioned in PP 61 Year 2010 is competence. Article 13 refers to “DIO held by a person who has competence in the

field of information and documentation”. Competence was assigned the leadership of the Public Agency concerned. In practice, not all DIO have competence in the field of information and documentation, particularly regarding technical documentation and archiving information. Therefore, in carrying out its duties, DIO may be assisted by officials of such functional archivists, librarians, public relations institutions, and computer personnel. If we find a troubled website of a public agency, no update, and they do not provide information that should be, we should question the competence of a DIO in the agency.

Emphasized on Mayor’s Regulation number 5 year 2013, on appendix number 1, DIO is the responsible officials in the areas of storage, documentation, supply and/or service information in the Public Bodies. Deciding and evaluating all public policy access within Depok City Government. From this definition, it was revealed that the DIO responsibility has high complexity. Their duties assure government dissemination of internal information among agencies and bringing the image of the institution to the outside through information services. Both the poor management of a page of a state institution, for example, on the shoulders of DIO. DIO tasks are closely related to archiving, managing libraries, documentation of activities and public services.

In the case of Depok City, the Department of Information and Communication has set the mission. It is a commitment that should be done by the organization/institution in its efforts to realize the vision and enforce the Law of Public Information. Based on Depok Mayor's Regulation Number 26 of 2008 on the Details, Duties, Functions and Working Procedures of Depok City's Office of

Communication and Information, there are 2 main tasks that are the responsibility of the Office of Communications and Informatics, which is to provide services of government affairs and public services in the field of communication and information. The mission is a tangible form to the destination and can provide instructions outline of how to achieve the Vision. The Mission of the Office of Communications and Informatics Year 2011-2016, as follows:

a. Improving the quality of professional public service based on information technology.

A professional public service based on information technology is a public service using the infrastructure of information technology as a form of service. It can be either in the form of public goods and public services is in principle liable and implemented by Government Agencies in Central, Regional, and in the neighborhood Enterprises belong to the State or Regional Owned Enterprises, in an effort to meet public demand for quality in a transparent, accountable, quickly, efficiently and effectively.

b. Improving the capacity and quality of the network infrastructure for information and communication technology services.

Fulfillment of integrated network infrastructure is required as a foundation for data communications connectivity information and communication technology services. The utilization of modern technology based on information technology is a supporting factor for improving the quality of information services that can be accessed quickly and accurately.

c. Improving the quality of integrated application system in all government institutions.

Integrated application system represents the union of a wide range of government services applications to facilitate data exchange between government agencies as the embodiment of e-government services for the public.

d. Increase cooperation and partnership with community-based information technology local potential.

Cooperation and partnership with local communities, nationally and internationally who use information technology and means of local potential to support government programs in communication and information services.

e. Improving the quality of human resources (HR) in the field of information and communication technology.

Enhance the capabilities and skills of human resources to have competence in the field of information and communication technology in an effort to realize the excellent service.

As the technology advances, the need for any information required to be faster to the target. Through the Social media, information exchange can be done faster and effectively onto the community. Efforts to provide more information closer to the people, Head of Communications and Information Technology (Diskominfo) City Depok, M. Fitriawan ask the Documentation and Information Officer (DIO) in each OPD City Depok helped utilize social media. This was said

by him when the socialization of Document and Information Officer (DIO) in the hall of the City Library Depok.

The chief of ICT Department mentioned, these days, almost the entire community already has Social media, such as Twitter and Facebook. It is something that must be addressed by the DIO operator to broadcast information to the community. Social media through this, communication between the municipal governments with the public can be bridged with either because the public can obtain information or without having to spend the time to come to Agency. In addition to more effectively and quickly, with media twitter or Facebook, communication can be run in both directions. Communities also can provide some of the questions that can be directly answered by the operator DIO. On average the operators, DIO is still young; it would certainly be easier to understand the use of Social media.

For the smooth provision of information to the public, the operators, Officer Information and Documentation (DIO), is required to have the ability to write a good press release. The role of DIO is very crucial, they carry out the form of communication and mediation between a government agency with the public, especially with the media , It was submitted by Asmono Wikan, Executive Director of Newspaper Workers Union (SPSK) is a resource for training activities journalistic writing in Wisma Hijau, Depok, on Thursday (11/26/2015).

Along with the DIO, there is another part that having their important contribution, the Call Centre. Under the supervision of Communication and

Information Department, @pemkotdepok is acting as a central account for the government twitter accounts. The government account managed by contracted workers of four persons and the tasks were mandated to each of them for every six months. However, there are no legal foundation for the

Table 3.1 Membership: Availability of Legal and Formal Guidelines

Indicators	R1	R2	R3	R4	R5	R6	R7	R8	R9	R10	Avg.
Direction in using social media for public policy	4	5	5	5	5	4	5	5	4	4	4.60
Regulations or guidelines in using social media for public policy including personal use	4	4	5	4	4	4	4	5	3	4	4.10
Importance of Public Involvement in Social Media	4	5	5	5	4	4	5	4	4	5	4.50
Official Historical Record on Social Media	2	5	4	4	4	3	4	4	4	4	3.80
Standard in maintaining and managing information from social media	4	4	4	5	4	4	5	4	5	4	4.30
Agency Best Practices to manage information from social media	3	4	4	5	4	4	3	4	4	4	3.90
Avg.	3.50	4.50	4.50	4.67	4.17	3.83	4.33	4.33	4.00	4.17	4.20

Source: Primary Data

Indonesia PR magazine's editor has also said that in writing of the press release on government official meeting, the DIOs in Depok City Government agencies are advised to use document efficiently, brief and clear. Therefore, people, as readers can easily digest the information faster. Additionally, the press release writing should be made with good language patterns and do not tend to be rigid. DIO has been expected to make a press release that has been referred to the board of a media system, the intention is to use simple language but still have content and data are weighted. They are expected to build up an idea and concept, to later become a staple of interest that are packed into a lively and communicative writing, of course, with the grip Based journalism, which is what, when, who, where, why and how (5W + 1H). In earlier reports, 39 operators DIO Depok City is currently undergoing journalistic training writing. The training lasted for two days, on 25 to 26 November 2015, on the second day of this material given is initiated ideas and creative writing and interview techniques and reportage.

1.2. Availability of Local Government Institution

DIO in the context of other significant information disclosure. DIO is a term used to Law No. 14 of 2008 on Public Information (LAW ON OPI). Documentation and Information Officer or DIO is the person who is assigned certain positions whose job managing information and documentation in a public agency. Therefore, every public agency should ideally have DIO.

Table 3.2 The Depok City Government Agencies Account

NO	Agency	Twitter Account	Status	Last Update
1	Education	@disdik_depok	Active	Thursday, April 13, 2017
2	Health	@Depok_Dinkes	Active	Friday, April 21, 2017
3	Sanitary and landscaping	@dkp_kotadepok	Deactivated	Account has been removed
4	Construction and Water resources	@BIMASDA	Active	Wednesday, March 15, 2017
5	Land, Housing, and Settlement	@disrumkim_depok	Active	Tuesday, April 4, 2017
6	Transportation	@Dishub_Dpk	Active	Thursday, April 20, 2017
7	Social and Workforce	@nakersos10	Inactive	Tuesday, June 21, 2016
8	Settlement and Civil Registration	@SekrtDisdukDpk	Inactive	Sunday, January 31, 2016
9	Cooperation and SME	@kumkmpDepok	Active	Friday, April 21, 2017
10	Finance, and Asset Management	@Dppka_Depok	Inactive	Thursday, October 3, 2013
11	Communication and Information	@depokdiskominfo	Inactive	Tuesday, November 29, 2016
12	Firefighter	@damkardepok	Inactive	Wednesday, November 2, 2016
13	Farm and Fishery	@distankan01	Inactive	Friday, October 2, 2015
14	Environment	@blhkotadepok	Inactive	Thursday, December 29, 2016
15	Local Hospital	@DepokRSud	Active	Thursday, April 6, 2017
16	Family dan Social Development		UNAVAILABLE	
17	Trade and Industry	@Indag_Depok	Inactive	Friday, July 10, 2015
18	Investment and Integrated Permit		UNAVAILABLE	
19	Archive and Library	@Arpus_Depok	Active	Sunday, April 23, 2017
20	Civil Police	@PolPPDepok	Active	Monday, April 24, 2017
21	Youth, Sport, Tourism, Art and Culture	@dispora_depok	Active	Friday, April 7, 2017
22	Human Resource Department	@bkdkotadepok	Deactivated	Account has been removed
23	Local Development and Planning	@bappeda_depok	Active	Thursday, April 20, 2017
24	Politics and National Unity	@KesbangpolDepok	Inactive	Wednesday, December 3, 2014
25	Local Inspectorate	@inspektoratdpk	Inactive	Thursday, June 23, 2016
26	PR and Secretary	@Humas_depok	Active	Friday, April 21, 2017
27	Land, Housing, and Settlement	@disrumkim_depok	Active	Tuesday, April 4, 2017

Source: twitter.com

From the data shown at Table 3.2, we could see clearly that only 13 (thirteen) Agencies or half of all agencies are actively using the social media. Most of the agencies are inactive, and 4 (four) agencies has no twitter account or removed their account. Most of the active agencies are directly connected and partnering with the society to monitor the public services within the coverage of Depok City Government. Since there is no proper guidelines of social media being an important input for policy making, many agencies are also being inactive or even has no social media account. They consider that public does not urge their presence in the social media. The agencies such as Family Development or Public Investment and

Integrated Permit Agency have no presence in social media due to lack of sharing initiative to the public. However, they only publish the information at their website and the Government's main website.

Further provisions on the duties DIO can be traced from the Government Regulation (PP) No. 61 Year 2010 on the Implementation of Freedom of Information Law. DIO duty and responsibility in many ways ranging from managing all the information from all units working in the Public Agencies, to set how the information service was good, fast, simple, and true. If there is, a request for information was DIO who became the frontline to handle it so as not to cause public information dispute. Further exploration also relates to the task DIO juridical responsibility. Look at Article 14 of Regulation No. 61 Year 2010. There, DIO responsible for establishing the classification of information: confidential or not. Furthermore, to test the consequences before you set the status of requested information. If one set, DIO will be squeezed in the interests of protecting the higher officer to serve the interests of the public's right to information.

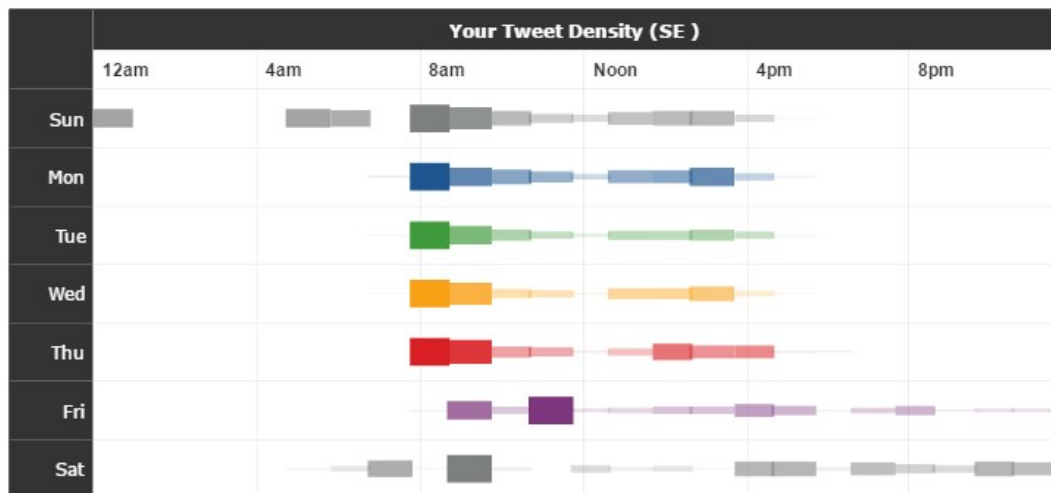
2. Communication Pathway

The Communication runs inside the government are managed by the Agency of Communication and Information by using webmail. With the software, the Call Centre disseminate all of the information derived from the public to all agencies. Aside from webmail, they use Whatsapp as their personal platform to communicate and coordinating within an agency remotely. But still, they prefer a formal way or agency meeting as their own way to make a decision. Twitter in

another hand, is a platform used by the Agencies as their official platform to communicate with the public.

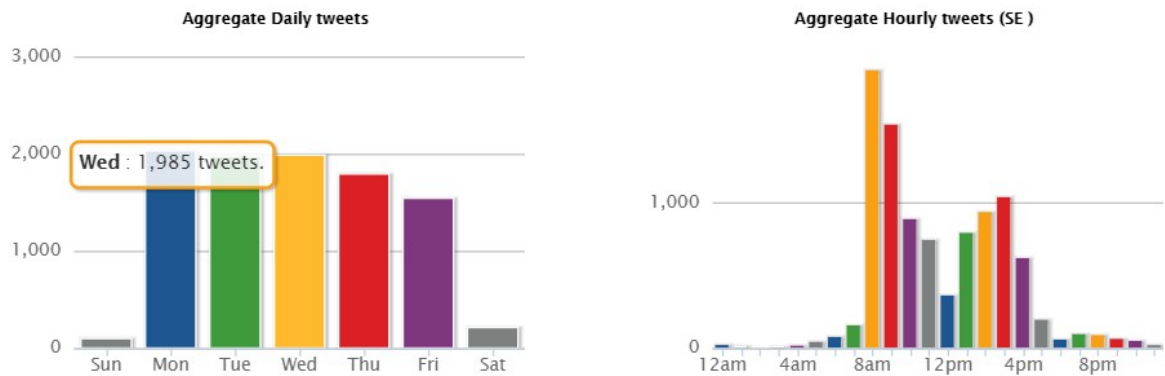
The Aggregate data shown at Graph 3.1 describes the busiest hour when the government handles most complaints from the public. At the 8 AM, the government started to read and analyzes all mentions and retweets addressed to certain agencies within their area. Thus, they contacted the agencies or using retweets and mentions to deliver the citizens reports that need to be responded and put into action. Not all reports made by the people are directly responded, the problems are either the complaints are irrelevant, or the agencies responsible for the matter is not active, despite all DIOs are available in every agency.

Graph 3.1 Twitter Density Hourly in A week



Source: <http://www.tweetstats.com/graphs/pemkotdepok#tstats>

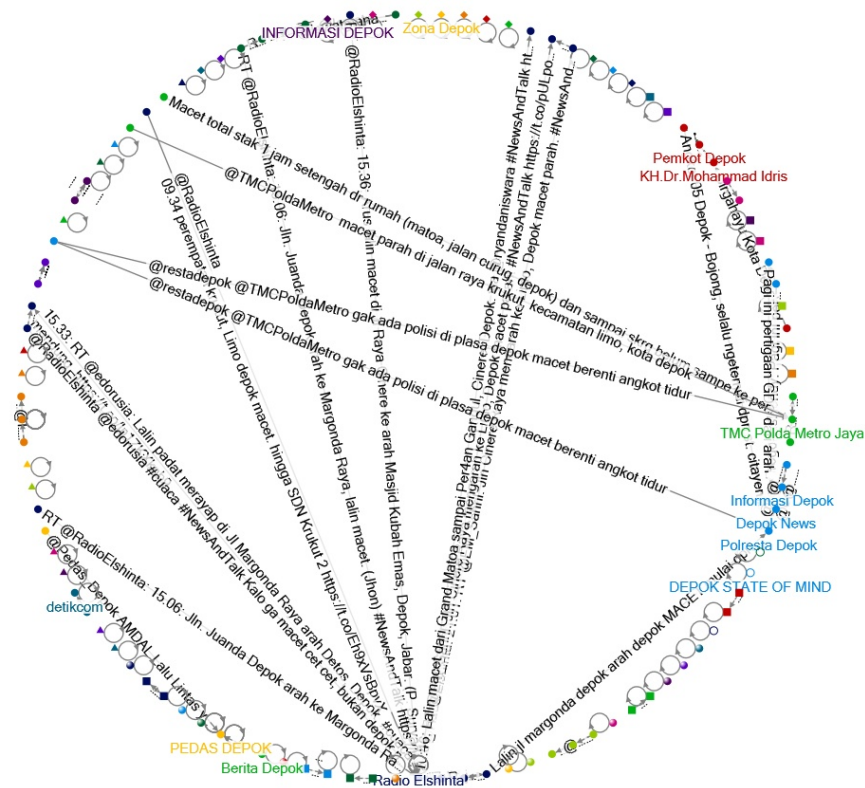
Graph 3.2 Aggregate Daily Tweets and Hourly Tweets



Source: <http://www.tweetstats.com/graphs/pemkotdepok#tstats>

The aggregate daily tweets show that the government had actively managed the account every week on work days. Starting from 8am to 4pm. Furthermore, when the Call Centre, a unit in-charge of delivering citizen reports to the agencies, sometimes they get no attention or respond from an agency, they start to contact the agency using a written letter. If the letter gets no response either, the Call Centre may bring the case to the Agency of Communication and Information, and then to the Mayor.

Graph 3.3 Government Twitter Network on “Depok Macet”



Source: NodeXL with Twitter API

Traffic Jams in Depok is a daily problem for the people. Almost every Morning around 06.00AM and 05.00PM, almost all intersections in Depok City is congested. During these hours when most drivers and passengers are trapped in the traffic, they take a picture of the traffic and then report it using Twitter. The snowball effect caused by one tweet and then retweeted by News Medias’ Twitter accounts, then spreads to the other users and then increasing the demands of public officers to come into action on reducing the traffic.

Figure 3.1 Police Officers reorganizing the traffic



TMC Polda Metro Jaya @TMCPoldaMetro · Apr 13

17:01 Polri lakukan pengusiran para Tukang Ojek yang masih nekat mangkal di Jl. Margonda Raya Depok karena dapat menghambat lalin.

pic.twitter.com/xh1BkAKTBq



Retweet icon 3

Like icon 14

Source: Twitter.com

Figure 3.2 Government officials trying to solve the traffic caused by public transport



Source: Twitter.com

3. Personnel

Questions are often raised when discussing the duties and responsibilities of the qualifications DIO. Who is worthy to be DIO? DIO is not a new structure in a public agency. So its duties and functions are incorporated into the existing work force. This is in practice often contentious. Especially after Home Minister Gamawan Fauzi issued Regulation of the Minister of the Interior No. 35 Year 2010 on

Guidelines for the Management of Information and Documentation Services within the Ministry of Interior, and Ministry of Communications and Information Technology No. 10 Year 2010 on Guidelines for the Management of Information and Documentation within the Ministry of Communication and Information. On the one hand, there is a spirit made as DIO PR officials, but on the other hand, there is a greater emphasis on the Head of Communications and Information Technology in the area.

One of the qualifications mentioned in PP 61 Year 2010 is competence. Article 13 refers to “DIO held by a person who has competence in the field of information and documentation”. Competence was assigned the leadership of the Public Agency concerned. In practice, not all DIO have competence in the field of information and documentation, particularly regarding technical documentation and archiving information. Therefore, in carrying out its duties, DIO may be assisted by officials of such functional archivists, librarians, public relations institutions, and computer personnel. If you find a website a troubled public agency, not an update, do not provide information that should be, you should question the competence of DIO in the agency.

Table 3.3 Data on Personnel Capabilities

Indicators	R1	R2	R3	R4	R5	R6	R7	R8	R9	R10	Avg.
Public officials in our organizations as the important source of information	4	5	5	4	4	5	5	5	4	5	4.60
Importance of Information from social media network	5	5	4	4	4	5	4	5	4	5	4.50
Public Officials Competence in using Social Media	4	4	4	4	4	3	4	4	4	4	3.90
In-house technical expert in Social Media	3	5	4	4	4	2	2	4	4	3	3.50
Senior Officer Expertise in Social Media	3	4	4	4	4	3	1	4	3	4	3.40
Rewarding the Government Officials for Providing Valuable Info through Social Media	4	4	4	4	4	4	2	5	4	4	3.90
In-house technical training on social media	2	5	4	4	4	3	1	4	4	3	3.40
Avg.	3.57	4.57	4.14	4.00	4.00	3.57	2.71	4.43	3.86	4.00	3.89

Source: Twitter.com

According to the data on table 3.3, most of the agencies consider that Public Officials are the main source of information and importance source for public policy making. However, they see the social media works almost the same way but the social media has a lower priority in terms of policy input and feedbacks. Despite

the importance of information farmed from social media, the in-house technical training on social media apparently not considered a priority, some of the DIOs prefer to learn by their own on how to use the social media.

4. Decision Making and Planning

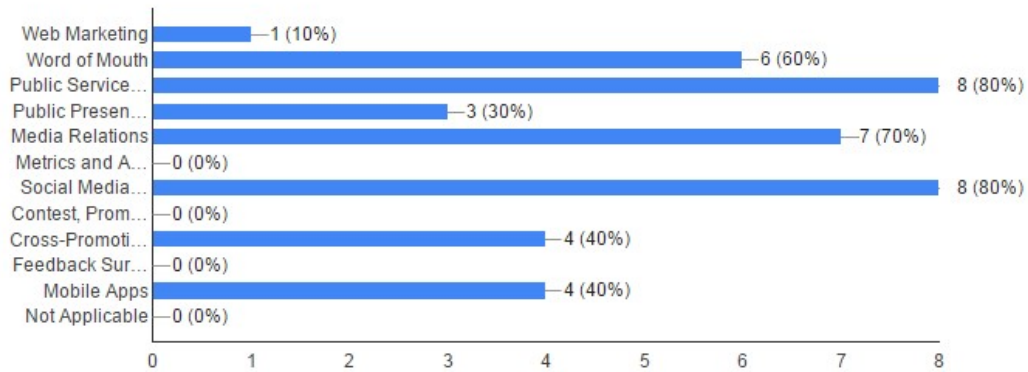
Questions are often raised when discussing the duties and responsibilities of the DIO qualifications. Who is worthy to be DIO? DIO is not a new structure in a public agency. So its duties and functions incorporated into the existing work force. This is in practice often contentious. After the Home Minister Gamawan Fauzi issued Regulation of the Minister of the Interior No. 35 Year 2010 on Guidelines for the Management of Information and Documentation Services within the Ministry of Interior, and Ministry of Communications and Information Technology No. 10 Year 2010 on Guidelines for the Management of Information and Documentation within the Ministry of Communication and Information.

4.1. Decision Making and Planning Guideliness

Government institutions need to perform the initial identification of stakeholders who will be involved in the implementation of data and open information. Stakeholders from the outset reflect three important pillars of the state, the government, civil society and business groups. Government institutions also need to provide data and information on the number and type of requests for data and information submitted by the community. This information can be used as a basis for discussion actively with the community to start applying the data and information open in the government institutions.

Graph 3.4 Government Agency Steps in Promoting the Social Media

What steps has your state or the CIO office taken to encourage use of your social media sites by citizens, employees, or other communities of interest?

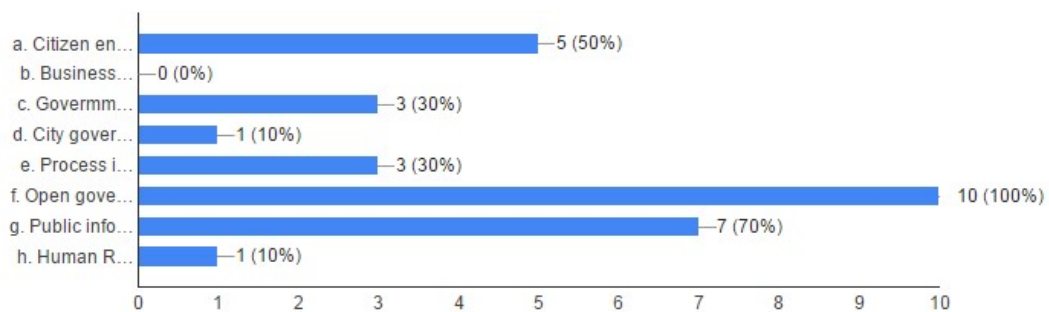


Source: Primary Data

According to the data on graph 3.4, most agencies rely on public service announcement and social media aggregation on the web portal. The agencies consider that their account aggregated on the city web portal would be easier to be accessed by citizens. Meanwhile, public service announcement has been held for several times every year to improve followers and public participation on giving input to the agencies. Web marketing is less desired, because agencies twitter accounts is for non-profit purpose and inappropriate, even though the web marketing could deliver more followers. Right now, @pemkotdepok as a central account has 38.000 followers, and 32.490 tweets by August 2017.

Graph 3.5 Primary Reasons of Depok City Agencies in using the social media

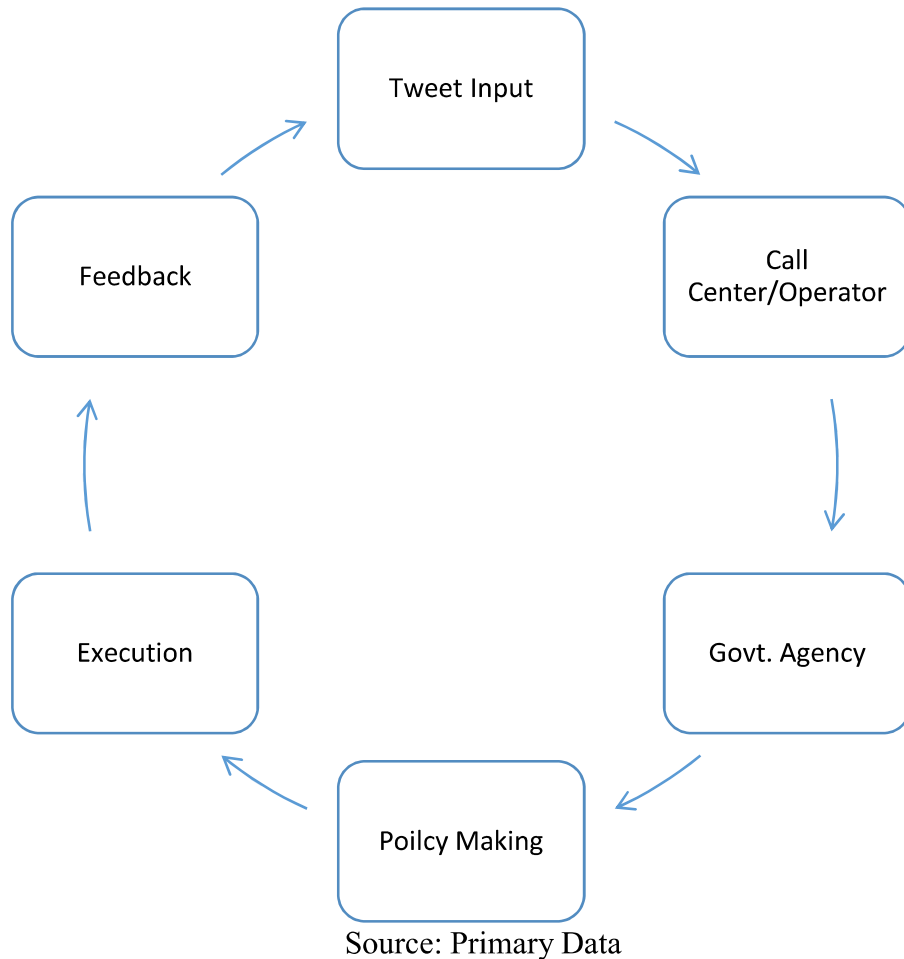
What are the primary reasons your state government is using social media technologies?



Source: Primary Data

Based on the data on graph 3.5, all institutions were surveyed on how social media supports in the realization of an open government. The local government should set up a clear policy on how to get information. This policy will clarify the form of an accessible information society or forms of confidential information, how to get information, a long time getting the information and complaint procedure if the information is not up to the public. Basic instrument of transparency are the rules that guarantee the right to information while supporting instruments is a database facility and means of information and communication and dissemination of the products instructions and information in government organizers, as well as complaints procedures. For that, the Transparency Regulation is a legal product that is guaranteed to set about the right to obtain access to and dissemination of information to the public. Moreover, transparency has become a sort of international ethical relations that must exist to ensure the integrity and sustainability of democratization.

Figure 3.3 Cycle of Policy Making Based on Social Media Input



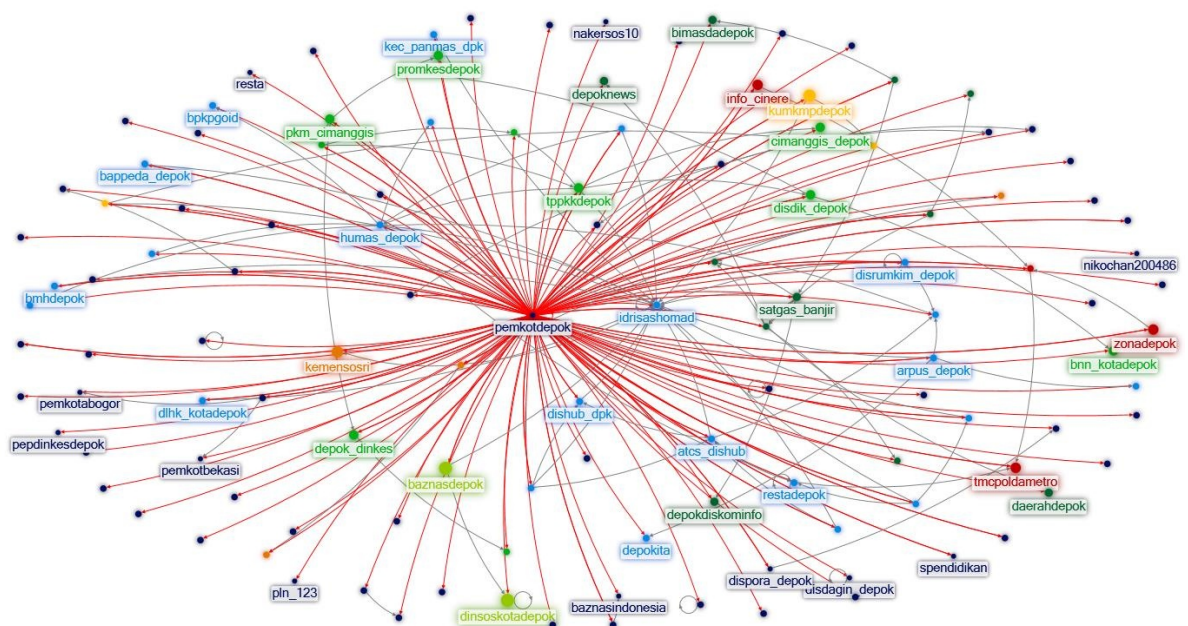
Starting from the public tweet mentioned on @pemkotdepok, the Call Centre then either answer the questions that able to be responded directly or forward the information to the agencies in charge based on degree of complexity. Afterwards, the Agency decides a planning or formulating a policy based on information gained from twitter. Once decided, the policy then executed as soon as possible. Then the public will assess and giving back information through feedback, again, on Twitter.

The government has been increasing the effectiveness of the reports of complaints via Twitter as input from the policy quickly and accurately. Call Centre, which also extend as a social media admin, has a very active role in helping the Depok city government to run a two-way communication between the government and the public. The Call Centre also helps the government to coordinate inter-agency in processing input or complaints from the public, so that the report can be delivered right on target.

4.2. Virtual Coordination Guidelines

In this part, the author used the NodeXL, an addon plugin embedded to the Microsoft Excel to analyse the government connection from their twitter account. With this plugin, the author then reduce the variables into important accounts, such as mass media, law enforcement, public and private companies, and NGO.

Graph 3.6 Network Clusters of @pemkotdepok Connections



Created with NodeXL Pro (<http://nodexl.codeplex.com>) from the Social Media Research Foundation (<http://www.smrffoundation.org>)

Source: NodeXL

The Cluster Data on graph 3.6 indicates the outbound information come from @pemkotdepok. In the cluster we could see all accounts connected to @pemkotdepok are not just agencies account, but mass media and law enforcement takes part as important partners in disseminating the information and farming the feedback from public. All information are disseminated throughout the twitter by retweeting all agencies to give a notice whether the complaints is solved, still in progress, or unresponsive.

5. Position

The main objective of the Open Public Information contained in Article 3 of Law No. 14 year 2008 is that the State guarantees the right of every citizen to know the plan of public policy, public policy programs, processes and reasons of public decision-making. As well as enable to encourage the community participation in public policy making process and to improve actively engage communities in public policy-making and management of public institutions is good.

In applying the Law No. 14 In 2008, there are some information excluded by testing of the following consequences:

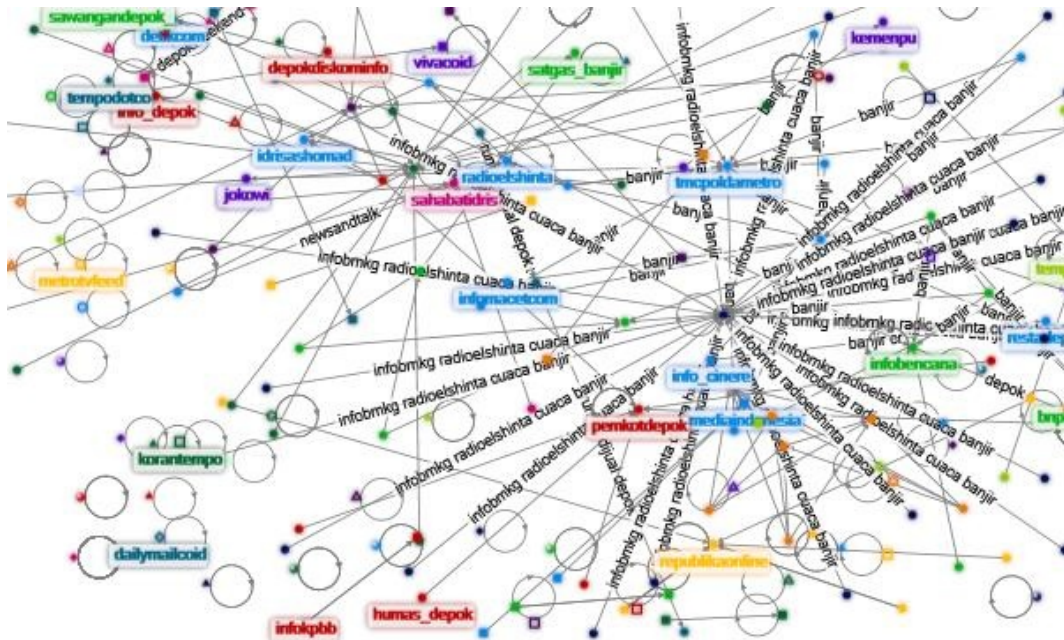
- a. Can inhibit the process of law enforcement;
- b. Can interfere with the protection of Intellectual Property Rights and protection from unfair business competition;
- c. May harm the defense and security of the State;
- d. Can reveal the natural wealth of Indonesia;
- e. Can be detrimental to national economic resilience;
- f. Can reveal and harm the interests of foreign relations;

- g. Authentic act can reveal the contents of a personal nature and one's will or the whim last;
- h. Can reveal private secret;
- i. Memorandum or letter mail between public agencies or public bodies intra by nature confidential information unless the decision of the commission or a court;
- j. Law shall not disclose the information.

In order to serve the society safely through the social media, Depok Government had associated with the Java Web Media in verifying the Government Social Media Accounts. Andoyo, the owner of Java Web Media, explained that once the Mayor's account and the official account of Depok City Government verified people will not be confused anymore or hesitating in giving their opinion and feedbacks.

Graph 3.7 The Connection Grid of Twitter Accounts in Depok City

Government



Created with NodeXL Pro (<http://nodexl.codeplex.com>) from the Social Media Research Foundation (<http://www.smrfoundation.org>)

Source: NodeXL Graphs with Twitter API analysis

The grid on graphs 3.7 indicates the activity of twitter accounts surrounding an official account of Depok City Government @pemkotdepok in responding the feedbacks and forwarding the information to the department in charge.

Meanwhile, they also cooperate with the local police department to promote their social media accounts and educate youths of Depok City in using the social media (depok.go.id). This initiation is meant to be taken due to the highest number of internet penetration on the users between ages of 10 to 24 (75.5%), and 25-34 (75,8%) according to a survey conducted by Indonesian Association for Internet Service Providers on 2016. The reality on the modern era where people could easily access their virtual world on the social media creates both opportunities and threats (Pekka Aula, 2010).

6. Organizational Culture and Cognitive Routine

In order to maximize the efficiency, the social media played a focal role as a tool to dismantle the hierarchy and time inefficiency. Twitter, as their main platform, has able to accommodate all agencies to be able to interact with the citizen another agencies openly, which also managed by DIOs of every agencies. The Webmail however, has also become a very efficient role and a very good tools to connect between agencies. During the Public Administration, it would take a very long time just to finish some trivial complaints with low degree of complexity, but today in social media era, the public could monitor the government services and it give a greater push and motivation so the government could act faster to respond the public demand.

Table 3.4 Organizational Culture and Cognitive Routine

Indicators	R1	R2	R3	R4	R5	R6	R7	R8	R9	R10	Avg.
Adaptability of public demands	4	5	5	4	4	4	5	4	4	5	4.40
Quality of public services	5	5	5	4	4	4	5	5	4	5	4.60
Number of public services offered	4	5	5	4	4	4	5	5	4	5	4.50
Speed of public service operation	4	4	5	5	4	3	5	5	5	5	4.50
Introduction of new public service approach	3	4	3	4	4	4	4	5	4	4	3.90
Average productivity of public servants	4	4	4	4	3	3	4	5	4	4	3.90
Satisfaction of public servants	5	4	4	4	3	3	4	5	4	4	4.00
Overall atmosphere	4	5	4	4	4	3	3	5	4	4	4.00
Personal communication between top management and the their subordinates	5	4	4	4	4	3	5	5	5	4	4.30
Communication between supervisors	4	4	4	4	4	3	4	5	5	4	4.10
Communication between agencies	4	5	4	4	4	3	3	4	4	5	4.00
Meeting efficiency	3	5	4	4	4	3	4	4	5	4	4.00
Public officials' level of understanding of major problems in the city	4	3	5	4	4	3	4	4	5	4	4.00
Public officials level of understanding of city's strategic orientation	4	3	5	4	4	3	4	4	4	4	3.90
Avg.	4.07	4.29	4.36	4.07	3.86	3.29	4.21	4.64	4.36	4.36	4.15

Source: Primary Data

According to the table 3.4, the government has made a significant improvement in the quantity of service and responding to public demands. The quality of public service and response time has also been managed in a very good way. Some agencies such as Public Works and Transportation could identify the problems faster, thanks to Twitter and other social media platforms. The damaged roads, clogged canals, traffic accident, and congestions are happening almost every day, therefore the agencies responsible for those issues are supposed to be able to respond in no time.

B. Social Media Contribution Towards Public Policy Making

Previously, the government had to spend a number of resources to develop and maintain communication with the public. But the social media proves in improving the efficiency, service quality, and democracy. Those benefit from free-to-use platform is more had given the government a better choice as well for Smart city initiatives.

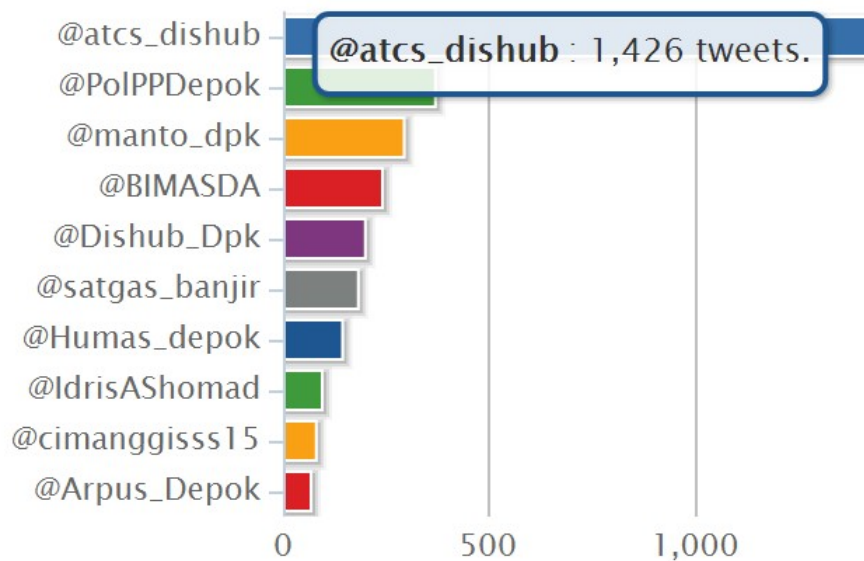
1. Improving Efficiency and Productivity

According to Mehmet Zahid Sobaci (2014), the social media could be a very important tool to break the barrier of government inefficiency. Social media require almost no expenditure that it could save many resources, including money and time. In Twitter, government are able to connect head to head using the user-generated platform which allows the users to create a content and send to another users publicly in no time. Furthermore, Landsbergen (2010) stated that the social media

also functions to improve the public and government creativity and tools for mobilizing resources to fulfil the public purposes.

Graph 3.8 Highest Tweets

Who You ReTweet (RT's – 50.28% of total tweets)



Source: <http://www.tweetstats.com/graphs/pemkotdepok#tstats>

As we could see from the graph above, one of the busiest agency, Department of Transport, handled around 1.426 tweets. Most of the tweets are public feedback on congestion cases and problems with public transportation. The number of agency's staff are highly limited and it would spend more budget to require more to deal with Depok's coverage. However, the social media creates people as their partner to monitor the public services. This is where the efficiency delivered by social media improve agency's productivity.

2. Improving Local Public Services

Despite the initiation of the government on the cyber city through web 2.0, which in this case is the social media. They do not think that web 2.0 is the right choice to communicate between agencies. Social media allows public to share opinion, recommendations, and criticisms to local officials, including those whom their voice was never heard before. Thus, it creates the opportunity for public to co-produce public services and improve their satisfaction.

Figure 3.4 Government Twitter Account Passing on Public Complaints



Source: <https://twitter.com/pemkotdepok>

As we could see in figure 3.4, two citizens had reported that they were stuck in a traffic jam in two different streets caused by the flood. Once the citizens sent their report the government official account passes it to the departments in charge, which in this case, those were the Public Work Agency, and Water Resource Agency.

Figure 3.5 Government Officials Following Up Complaints



Source: <https://twitter.com/pemkotdepok>

In less than 24 hours, the government had responded the report by cleaning the drainage along the street affected by the flood. After clearing the drainage, the

government posted the activity done by the agencies in responding citizens' report through their official twitter account. In 2016, BIMASDA or Public Work Agency and Sanitary Agency responded citizens' feedback the most. Followed by Transportation Agency whom responsible for the streets maintenance and traffic management.

3. Strengthening the Local Democracy

Governments at all levels are seeking better communication means, greater transparency, more participation from and collaboration with citizens in a range of government activities, ranging from disseminating information to formulating policies and delivering services (Nepal et. Al., 2015). Social media is among online applications to communication with citizens, improving the public services and strengthening democracy (Sobaci et. Al., 2016). According to Sobaci, Involving citizens and other stakeholders in the decision-making process may increase trust in local governments. Social media can improve local democracy by enhancing the elements of good governance, such as transparency and accountability. These aspect will result in improving public trust and local participation.

Table 3.5 Twitter feeds on Government Departments

November 2015 – April 2016

NO	Departments	Complaint		Information		Feedback	Total
		Responded	Unresponded	Responded	Unresponded		
1	Education	4	2	1	0	1	8
2	Health	25	2	0	0	3	30
3	Sanitary and landscaping	59	3	6	0	4	72
4	Consttruction and Water resources	174	7	4	0	4	189
5	Spatial and Residential	21	3	2	1	1	28
6	Transportation	162	6	5	2	20	195
7	Social and Workforce	12	0	1	0	0	13
8	Settlement and Civil Registration	74	10	10	0	3	97
9	Cooperation and SME	2	0	2	0	1	5
10	Finance, and Asset Management	6	1	0	0	1	8
11	Communication and Information	4	1	7	0	0	12
12	Firefighter	0	0	0	0	0	0
13	Farm and Fishery	0	0	0	0	0	0
14	Environment	0	0	1	0	1	2
15	Local Hospital	0	0	0	0	0	0
16	Family dan Social Development	1	0	1	0	0	2
17	Trade and Industry	1	0	0	0	0	1
18	Investment and Integrated Permit	3	0	2	0	0	5
19	Archive and Library	2	0	2	0	1	5
20	Civil Police	52	0	0	0	3	55
21	Youth, Sport, Tourism, Art and Culture	14	0	0	0	0	14
22	Human Resource Department	0	0	0	0	1	1
Total		616	35	44	3	43	741

Source: Call Center of Depok City

According to the data above, the government had carried out their mission towards transparent and accountable governance. By looking at the high number of complaint responded and feedback given to the government agencies, they have shown that Twitter as one of social media platform can really change on how government and public interact.

Table 3.5 Policy Making

Indicators	R1	R2	R3	R4	R5	R6	R7	R8	R9	R10	Avg
Importance of Social Media as the policy inputs	4	5	5	4	5	3	4	5	4	5	4.40
Efficient Interpretation of Social Media inputs	4	5	5	4	4	4	5	4	4	4	4.30
We always prioritize information from social media	2	5	4	4	4	3	4	2	2	3	3.30
Social Media Inputs as the priority on decision making	2	4	4	4	3	3	3	3	2	3	3.10
Preferring Social Media over the website on decision making	2	4	2	4	3	3	3	5	3	3	3.20
Avg.	2.80	4.60	4.00	4.00	3.80	3.20	3.80	3.80	3.00	3.60	3.66

Source: Primary Data

As we studied further on ten agencies of the City Government, half of them strongly agree that social media is very important to provide policy input, while the remaining states agree. This shows that government officials were quite aware that reforms can be supported by the acceleration of policy amendment in utilizing technology that exists today. Throughout OID appointed, government manages the employees who are in the productive age and able to adapt to the times such as the use of social media. In that matter, each department is able to interpret and formulate a policy input from social media.

However, it should be noted that the accuracy of the information derived from social media is still questionable; this is because social media is easily accessed and almost no filter to reduce the inappropriate information. Therefore, the government does not necessarily prioritize the information derived from social media becomes the primary input their policy. However, for some cases, such as the problems of congestion, road damage and other problems faced by the Department of Transportation is mostly straightforward to get immediate response and execute the field assisted by some of the personnel of the local police.

C. Correlative Analysis

In the case of Depok City, Government Policy making based on social media was mostly based on a very urgent information.

Table 3.6 Correlation Data

Correlations						
	Membership	Personnel	Structure	Communication	Culture	Policy
Membership	1	0.358	0.279	0.296	0.406	.881**
Personnel	0.358	1	.827**	0.617	0.356	0.448
Structure	0.279	.827**	1	.736*	0.48	0.303
Communication	0.296	0.617	.736*	1	.764*	0.124
Culture	0.406	0.356	0.48	.764*	1	0.296
Policy	.881**	0.448	0.303	0.124	0.296	1

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

The Correlation Data was then processed to test the hypotheses. All numbers indicated below 0.7 is considered as “rejected” due to the weak correlations between indicators. 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).

According to the data on table 3.6, some influencing factors for the S-Government are structure, communication, and culture. As the government used a faster and easier way to communicate, the government had reduced the bottleneck of hierarchy that tend to slow the coordination and cooperative works down. Twitter has made a link to communicate between structures free and more public. Despite that some officials still prefer to use the Whatsapp for personal message to distribute information that is not ready to be published. The changes in culture also brings the government communication to another level, the agencies have relied heavily to social media to gain information and publish.

Figure 3.6 Government Tweet on Road Flow Changes



Source: Twitter

The picture above shows the government is trying to inform the public on the road flow changes. Sharing it through social media become faster and more known then posting it on government website.

Since the Government organization could strongly affected by the social media (Achterbergh and Vriens, 2009), the smart city concepts are emerged in many regions in Indonesia, including Depok City. Some of the problems that often community get such public information are that the information given to the public is not recent, less credible, not available, claimed confidential and poor maintenance system. The test on hypotheses above shows that the correlation

between communication and the policy making process is rejected or having a very weak correlation.

Table 3.7 Hypothetical Tests Based on the Correlation Data

Hypotheses	Status
H ₁ : The formal social media use (membership) in local government is associated with organizational communication and information	REJECTED
H ₂ : The formal social media use (membership) in local government is associated with organizational culture	REJECTED
H ₃ : The formal social media use (membership) in local government is associated with organizational personnel	REJECTED
H ₄ : The formal social media use (membership) in local government is associated with position and structure	REJECTED
H ₅ : The formal social media use (membership) in local government is associated with Policy Making Process	ACCEPTED
H ₆ : The formal social media use (membership) is associated with public policy making process	ACCEPTED
H ₇ : The communication and information is associated with public policy making process	REJECTED
H ₈ : The organizational culture is associated with public policy making process	REJECTED
H ₉ : The personnel is associated with public policy making process	REJECTED
H ₁₀ : The structure and position is associated with public policy making process	REJECTED

The levels of completion of public demands are mostly done by the Transportation Agency, Healthcare, and Public Works. The demand for better public facilities gives the government a good pressure to accomplish the public

demands by a faster respond and action. Other than the agencies mentioned before, public demands are not quite high, and the agencies are focusing on their publication or information dissemination through the social media.

Some of the government agencies are not taking the information coming from the social media as a priority for their input in policy making. This caused many inputs or reports given by the citizens neglected or not responded. Other problems adding to the rejection of the hypotheses are that the government agencies have their account removed or deactivated, and some of them are not quite active in using their social media account.