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The role of social media in realizing accountability for the implementation of E-Governance

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Abstract

The digital era has brought convenience in various fields, including in the administration of government. Delivery of information on various programs, policies, and various service activities organized by the government is disseminated through social media. However, in practice, many challenges and problems are encountered by Government Institutions in planning and managing social media as a form of implementing e-governance. This research presents various theories about social media, how the role of social media in the implementation of e-governance, and theories about accountability for the implementation of e-governance. Literature Review is the method chosen in this study to identify, evaluate, and interpret previous studies that are relevant to research questions, research topics, and phenomena of concern. A qualitative approach (data extraction) is used to summarize research results and describe findings. This study reviews the use of social media by Government Institutions, namely the interaction between the government and the community, how the community gets the opportunity to express opinions, questions, and complaints, and ensures that governance is oriented to the interests and needs of the community as a form of accountability. The results of the study show that the use of social media needs to be managed properly to realize the accountability of Government Institutions in providing public services by considering the use of social media utilization models as expressed by experts. There are similarities between STOC culture in the use of social media by government agencies and government accountability.

Keywords: Social Media, Accountability, E-Governance

1. Introduction

The presence of various digital technologies in recent years makes it easier for people to access information. Digital platforms have become a new space for humans to conduct social interactions. Social media users are also growing every day, with an average of 13 new users every second. From the results of research conducted as of October 2021, the number of social media users increased to reach 4.55 billion (Kemp, 2021). The large number of social media users has made government agencies also begin to take advantage of the existence of social media to connect with the communities served. Based on studies (Bertot et al., 2012) that social media offers governments the potential to increase democratic participation by encouraging the public to take part in policymaking, discuss with the public to improve services, gather ideas, and increase transparency. Through social media, it is hoped that accountable government administration can be realized and carried out effectively.

One of the main and very important principles in realizing governance is accountability. In the context of government bureaucracy, accountability is a term used to describe and demonstrate the achievement of a defined mission (Suhit, 2014). According to Widodo (2011), Government organizations are made by the public and in the public interest therefore need to account for their actions and policies to the public, and the study of state administration is called accountability. In terminology, accountability is a term applied to measure whether public funds have been used appropriately for the purposes for which they were established. The principle of accountability stipulates that every activity and the result of governance activities through public bureaucracy must be accountable to the public.

In the study Djell (2014) It was conveyed that the characteristics of accountable government are (1) able to present information on government administration openly, quickly, and precisely to the public, (2) able to provide satisfactory services for the community, (3) able to explain and account for each policy to the public, (4) able to provide space for the

community to be involved in the development process and government and (5) as a means, for the public to assess government performance. In realizing service accountability, the government at various levels continues to strive to find a better, more transparent communication media that can facilitate participation and collaboration with the public in various government activities. By utilizing social media, the government can inform the public promote public services, and empower small communities to share designs for future governance ideas (Khan, 2017). Studies on the use of social media by governments report that these platforms provide various democratic functions to government institutions, in their ability to increase transparency and civic participation (Bertot et al., 2010), (DePaula et al., 2018).

Kaplan & Haenlein (2010) defines social media as a group of Internet-based applications that build on the ideological and technical foundations of Web 2.0, and enable the creation and exchange of user-generated content. Social media is also understood by referring to a set of online tools designed for and centered around social interaction (Bertot et al., 2012). (Song & Lee, 2016) Suggesting that social media is an effective medium for the government to increase public trust in the government by increasing their perception of government transparency. Social media has opened up unprecedented new possibilities for engaging the public in government work (Lee and K.K., 2012). In line with that, Criado et al. (2013) Seeing that the use of social media in government is changing the landscape of public institutions and bureaucracies around the world through the dimensions of tools, goals, and topics.

Although government use of social media has increased rapidly in recent times and studies show benefits that can be gained from it, it does not mean that government social media use is without risk. Social media that has two-way characteristics will be useless and can even become a problem if not managed properly, instead of being useful in blocking communication between the community and the government. Some of the challenges that need special attention include people's privacy, correctness of content, policies and governance frameworks, integration of social media with organizational business processes, and risk management plans (Turpin & Holderness, 2015); (Bertot et al., 2012). Online interaction between the parties involved can have both positive and negative impacts on the government. Therefore, the use of social media of government agencies requires special management in planning, implementation, and evaluation (Kartikvangi, 2020). According to (Mergel & Bretschneider, 2013) The government's social media adoption process goes through stages similar to what all new information and communication technologies go through when they are introduced: the experimentation stage, the coordinated chaos stage, and the institutionalization stage, with the possibility that some organizations do not go through all stages, or may go through them at different speeds.

Research related to government social media management has been carried out quite a lot in the last ten years. The discussion is quite diverse, both those who support its use and those who question it. But in general, it can be seen that the main purpose of the government's social media is to utilize social media technology in the public sector so that the government can be more transparent, open, accessible, and collaborative (Khan, 2017). Center for Technology in Government (Hrdinová et al., 2010) stated that the development of policies on social media can be an important first step taken by government agencies that want to use social media. Policies created can be a key driver for utilizing social media functions responsibly and effectively. Bertot et al. (2012) Discusses existing regulatory frameworks and how they are applied to governments' use of social media, highlighting the opportunities and challenges institutions face in implementation, as well as possible approaches to address these challenges. Kavanaugh et al. (2011) Looked at how government officials are trying to

leverage social media resources to improve services and communication with citizens and found that by looking at the communication efficiencies provided by social media, coupled with the potential to reach many constituents quickly, governments should seek to understand and utilize these communication channels.

In research Khan (2013), a conceptual model of social media use in the public sector is described as illustrating the concept of government use of social media to disseminate information, establish mass collaboration, and provide tangible online services through the channels of producers and consumers (or prosumers, i.e., government agencies, state societies, and industries) of connected government services. In the model, the flow of services is bidirectional, which indicates that they are jointly produced by the government and society, depending on the presence of existing technical and social infrastructure. Government institutions have characteristics that tend to be rigid because they are bound by various laws and regulations, resulting in the use of social media by the government being different from the use of social media by private companies and individuals. This article seeks to discuss steps that can be taken in managing social media Accountable government institutions as a mirror of e-governance through a literature study of previous scientific studies.

2. Method

The author's study utilized the literature review method, as described by Creswell (2021). A literature review involves summarizing articles from various sources like journals, books, and other documents to gather theoretical and informational insights from both past and present literature. These insights are then organized into relevant topics and documents to provide a comprehensive overview of the subject matter. In this particular study, the literature review focused on gathering data and sources pertinent to the research topic, which centered on the utilization of social media by government agencies. The search for relevant literature was conducted specifically within the Emerald journal database. Initially, the researchers extracted data from Emerald's database using keywords associated with government social media, accountability, transparency, and public trust. Subsequently, the collected data was meticulously grouped, analyzed, and discussed to extract meaningful findings and insights. This process allowed the researchers to identify patterns, trends, and gaps in the existing literature about the use of social media by government entities, particularly concerning accountability, transparency, and public trust. Through this systematic literature review approach, the study aimed to contribute valuable insights to the understanding of the role and impact of social media usage by government agencies.

3. Results And Discussion

The Role of Social Media of Government Institutions in Accountability of Government Administration

Social media has been used in various government services in recent years, although the transformation process is still evolving. Through social media, government agencies can provide online services at various levels, ranging from government to government (G to G), government to society (Government to Citizen/ G to C), government to business, and government to employees (Government to Business & Government to Employee / G to B & G To E), community to government (Citizen to Government/ C to G). The use of social media by government agencies in providing services to society offers several key opportunities in technology (Bertot et al., 2010). First, there is democratic participation and engagement. Second, is co-production, when the government and society jointly develop, design, and provide government services to improve service quality, delivery, and agility. Third, problem-solving and crowdsourcing innovation, where the government makes innovations through

knowledge and the ability of the community to develop innovative problem-solving for various social problems on a large scale. One form of crowdsourcing is the practice of preventing issues *Hoax* on turnbackhoaks.id and Mafindo sites. Studies conducted (Syeda, 2020) explained that crowdsourcing community participation can be one way to counteract news *Hoax* in the online world. Individual skills and collective abilities can be used to create counter-narratives from hoax issues that develop.

(Bertot et al., 2012) conduct studies on how governments (Iran, Chile, the Philippines, India, South Korea and the United States) build social media and information and communication technology (ICT) into e-government transparency, to promote collaboration with members of the public and how members of the community can use the same social media to monitor government activities. The results found that social media has transformational effects on the way people interact with each other and with governments, as well as how governments can promote transparency and reduce corruption. Overall, government use of social media offers three great opportunities for ICTs to revolutionize governance: (1) promoting democratic participation and engagement; (2) facilitating relations between government and community members; (3) solutions and innovations, cooperation between government and society.

Similar research was also conducted by Al-Aufi et al. (2017), which is about 20 local governments spread across Canada and America using Social Media to build public trust. The results of this study show that the use of social media by local governments (20 cities) in Canada and the United States imposes strict controls over accounts, access, and content, to build employee and community trust and reduce risk. Hence largely focusing on one-way service and one-to-one service delivery. Local governments use social media to broadcast information, respond to service requests, and provide problem management on a limited scale.

Next (Mansoor, 2021), conducted research on the impact of providing information through social media as a government response to Covid-19 in Pakistan. The results of this study are 1. The provision of relevant, quality information, providing two-way communication on the social media of Pakistani broadcasters resulted in improved public perception of government responsiveness. Disclosure of information from government agencies makes the public understand the motives behind decisions taken by the government, which reflects transparency and increases trust in the government.

Khan, (2017) conducted studies on social media-based government, offering the concepts of sharing culture (S), transparency (T), openness (O), and collaboration (C) which were subsequently introduced to STOC culture. According to him, through this culture, the use of government social media will be able to provide full benefits, such as promoting transparency, and openness, fighting corruption, and empowering the public in creating public services assumed to be able to realize the full usefulness of government social media management, such as promoting transparency, openness, and eradication of corruption, as well as community empowerment in public service participation. STOC is a framework that requires administrative, financial, political, and legal mandate maintenance, as well as behavior change at all levels of the public sector. Governments should start making full use of social media as a strategic tool to serve the public effectively, as a means to convey people's rights while at the same time reducing administrative costs. From several previous studies that have been presented and the results of further studies as stated above, the author argues that the implementation of STOC culture in the use of social media of government institutions has similarities with accountable governance, considering that both have the same characteristics.

Table 1

Similarities between STOC culture and principles of accountable governance

STOC Culture (Gohar F. Khan, 2017)	Principles of Accountable Government (Djell, 2014)
Sharing	Able to present information on government administration openly, quickly, and precisely to the public
Transparency	Able to explain & account for every policy to the public
Openness	Able to present information on government administration openly, quickly, and precisely to the public
Collaboration	Able to provide space for the community to be involved in the development and governance process

The use of social media by government agencies is one of the means that illustrates the interactive relationship between the government (state authority organizer) and the community through social media. Indicators of the success of social media of government institutions are the sharing of information, mass collaboration, and social transactions as mutually supportive between the government and its people. Through social media, people get access and opportunities to speak, express their opinions and thoughts, and even criticize the government directly and openly. According to the author, if STOC culture can be optimized in the use of social media of government institutions, it can present public confidence in government performance considering that one of the important determinants that shape the government accountability system is related to how the government can realize public expectations. The principle of accountability stipulates that in fact, every final result of governance must be accountable to the community.

Realizing social media Accountable Government Institutions in the implementation of e-Governance

In line with the increasing use of social media by government agencies as a tool of public interest, researchers document its use and suggest several models for the use of government social media management as a tool of service to the community (Lee & Kwak 2012; Mergel & Bretschneider 2013; Khan 2015). Khan (2017) presents several models documenting the use of social media in the public sector based on several studies that have been conducted previously.

a) Social Media Utilization Model

Models developed by Khan (2017) This is taken from a community perspective, which is about how social media can be used to engage and serve the community. The proposed stages can be applied to any order regardless of the other stages, namely:

- 1) Information Socialization Stage: a concept where social media is used by government agencies primarily to deliver information and participatory means. This is done through the creation of official social media pages of government agencies to deliver information and news to the public.
- 2) Mass Collaboration Stage: the concept of using the collaborative power of social media in harnessing collective intelligence. Mass collaboration through social media can play an important role in crowdsourcing, regulation, law enforcement, and cross-agency collaboration. At this stage, the government moves further to disseminate information to the establishment of mass collaboration efforts through social media.
- 3) Social Transaction Stage: is the advanced stage where the government tries to use social media to provide tangible online services to the public.

b) Adoption Process for Social Media

Mergel & Bretschneider (2013) Suggest a three-stage adoption process for social media use in the public sector:

- 1) Decentralized, Informal Early Experimentation: This stage provides opportunities for direct interaction with audiences and for governments to provide innovative channels for representation, information dissemination, and education.
 - 2) Coordinated Chaos stage: studies that have been conducted previously lead to increased awareness of social media activity across the organization. Social media began to use standards to avoid the dangers that might arise due to social media practices in the previous stage. This stage is marked by informal standards that emerge as a result of unintended consequences, employees begin to approve and write informal standards, explain best practices to provide guidelines and increase attention to their colleagues throughout government.
 - 3) Institutionalization and Consolidation stage: includes clear guidelines for the use of social media in the public sector, characterized by the publication of the organization's official social media strategy or the presence of policy documents designed to direct social media practices in the organization.
- c) Framework for Government Use of Web 2.0

This model was developed by Chang & Kannan (2008) which is part of the IBM Center for The Business of Government report, namely:

- 1) Communication-Focused Uses: this stage covers the main purpose of social media, which is to disseminate government information to the public.
- 2) Interaction-Focused Uses: This stage focuses on two-way interaction between government and society to establish communication with the community. The main purpose of using interaction focus is to harness the "wisdom of the crowd" to improve government services.
- 3) Service-Focused Uses: this stage is performed to combine the network effects of social computing with the intermediary role of network members to provide customized services to the community.

4. Conclusion

Social media of Government Institutions, if managed properly, can play an active role in realizing accountability for government administration. Through STOC culture as a step in social media management, government institutions can present public trust, and encourage improvement in the quality of policies taken by the government through collaboration and community participation in expressing opinions, criticisms, and suggestions for government administration, this means that STOC culture is in line with the principle of government accountability. In addition, government social media is also expected to maintain the democratic process and ensure good governance by continuing to transform the use of social media through various methods of utilization/adoption of social media.

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