



The Effectiveness of Social Media in Enhancing Performance of Regional Apparatus in East Java

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ABSTRACT

This study aims to analyse the effectiveness of social media as a mediator in improving the performance of regional apparatus in East Java. In the digital era, social media has become an important tool in optimising government communication, transparency and accountability. This study uses a quantitative methodology with a survey approach to collect data from regional apparatus in East Java. Data were collected through questionnaires distributed to regional apparatus employees and analysed using path analysis techniques. The results the research findings indicate that the achievements of local apparatus in East Java, as well as the utilization of social media, are significantly influenced by CETTAR work culture, technological literacy, and service innovation. CETTAR work culture, technological literacy, and service innovation all showed a positive influence on social media usage and local apparatus performance. The implications of this study suggest that optimising the use of social media is an integral part of employee performance improvement strategies undertaken by local governments.

INTRODUCTION

The swift advancement of information and communication technology has significantly influenced numerous facets of life, particularly in the realm of governmental operations. Information and communication technology facilitates easier and faster access to information. This capability allows governments to efficiently retrieve data from diverse global sources, thereby aiding in more accurate and informed decision-making processes. Communication technologies, including the internet and social media, enable governments to engage with individuals globally, transcending geographical boundaries. This capability enhances coordination and decision-making processes by facilitating real-time communication and information exchange. Social media has become an essential tool for enhancing governmental communication, transparency, and accountability to the public. Social media has fundamentally transformed the manner in which businesses engage with customers and formulate the business strategies (1). The use of social media platforms, such as Instagram and Facebook, has increased by 20% (2). Moreover, social media engagement plays a crucial role in predicting the effectiveness of user interaction. High engagement coefficients typically indicate genuine interest, whereas extreme values may suggest artificial activities, such as bot interactions (3). In East Java, regional authorities have heavily relied on social media to bolster the CETTAR (*Cepat, Efektif, Tanggap, Transparan, Akuntabel, Responsif*) work culture initiative, which is endorsed by the provincial government. Local governments utilize social media platforms to disseminate information, gather public feedback, and monitor citizens' responses to policies implemented (4).

The CETTAR work culture emphasizes speed, effectiveness, responsiveness, transparency, accountability, and responsibility, aiming to enhance the efficiency and effectiveness of public services. The successful implementation of this work culture is contingent upon robust communication channels, particularly social media. This research investigates the role of social media as a mediator in enhancing

the performance of local apparatus in East Java. The effective application of CETTAR principles is reflected in the improved evaluation scores in the Government Agency Performance Accountability System (SAKIP) and Bureaucratic Reform (RB) across various regional agencies (5).

Previous studies have examined various facets of social media use within the governmental context. For instance, Widiastuti and Husain (2023) discovered that social media fosters greater openness and public engagement in governmental decision-making processes. However, their research did not delve into how social media mediates the relationship between work culture and the performance of local apparatus. Another study by Prasetyo (2019) highlighted high employee readiness to adopt the CETTAR work culture but identified a lack of technological support as a significant barrier to its effective implementation (6).

This study distinguishes from prior research in several key aspects. Firstly, The study integrates the analysis of the CETTAR work culture with social media use, an approach that remains relatively unexplored. Secondly, this research employs path analysis to assess the mediating role of social media, providing a more comprehensive view of its impact on local government performance. Consequently, this study contributes novel insights to the literature on public management and information technology (7).

The primary hypothesis posits that social media significantly mediates the relationship between the CETTAR work culture and the achievements of local governments in East Java. This hypothesis suggests that by enhancing social media utilization, local governments can more effectively implement CETTAR principles, thereby improving public service performance and quality. This hypothesis is supported by existing literature indicating that social media promotes greater governmental transparency, participation, and responsiveness (8).

Thus, this study aims to elucidate how social media can enhance the performance of local apparatus through the successful implementation of the CETTAR work culture. Additionally, this research seeks to provide actionable recommendations to local governments on optimizing social media use to enhance work culture and elevate public service standards.

METHOD

This research employs a quantitative methodology with a survey approach to assess the mediating role of social media in enhancing the performance of regional apparatus in East Java. The study encompasses all regional apparatus within East Java as its population. The sample was selected using a purposive sampling technique, specifically targeting regional apparatus who actively utilize social media, thus making them suitable subjects for this investigation. According to the documented data, the study included 50 local apparatus within the East Java Provincial Government.

Data Source

The researcher developed a comprehensive questionnaire in this study to gather primary data from local apparatus employees. This meticulously crafted questionnaire aimed to measure variables such as the CETTAR work culture, the extent of social media usage, and the performance of local apparatus. Secondary data was sourced from official documents, performance reports of local apparatus, and other relevant publications pertinent to the research topic.

Data Analysis

The researcher proactively gathered data, which was subsequently analyzed using Path Analysis techniques to ensure precise and comprehensive results. This analytical method was selected to scrutinize and validate the relationships among the variables under investigation and to ascertain the role of social media as a mediator between the CETTAR work culture (X) and local government performance (Y). The path analysis was performed utilizing suitable statistical software to guarantee the accuracy and validity of the research findings.

Table 1: Operational Definition of Variables and Indicators

No	Variable	Operational Definition	Indicator
1	CETTAR Work Culture (X)	The set of values, beliefs, norms and practices that shape the way of working in government organisations.	Fast, Effective, Efficient, Responsive, Transparent, Accountable, Responsive

2	Use of Social Media (Z)	Organisations can significantly increase their use of social media as an effective tool for information dissemination and communication improvement.	Frequency of use, Quality of content, Interaction with the public, Responsiveness
3	Regional Apparatus Performance (Y)	The level of success and efficiency of a local device in achieving its goals and tasks.	Productivity, Efficiency, Effectiveness, Impact on society

RESULTS

The Effect of CETTAR Work Culture on Social Media and Regional Apparatus Performance

The implementation of the CETTAR work culture, characterized by its principles of Speed (*Cepat*), Effectiveness (*Efektif*), Responsiveness (*Responsif*), Transparency (*Transparan*), and Accountability (*Akuntabel*), exerts a positive and statistically significant influence on social media usage. The analysis results reveal that for every one-unit increase in the CETTAR work culture, social media usage rises by 0.128 times, with a P-value of 0.001, indicating a strong level of statistical significance.

Table 2: The Effect of CETTAR Work Culture on Social Media and Regional Apparatus Performance

Independent Variable	Dependent Variable	Coefficient	P-Value
CETTAR Work Culture	Social Media Usage	0.128	0.001
CETTAR Work Culture	Regional Apparatus Performance	0.239	0.030

The Effect of Technological Literacy on Social Media and Regional Apparatus Performance

Technological literacy exerts a positive and statistically significant impact on the utilization of social media. The analysis indicated that each one-unit increase in technological literacy led to a 0.264-fold increase in social media usage, with a P-value of 0.038. Additionally, a one-unit increase in technological literacy resulted in a 0.159-fold improvement in local government performance, as demonstrated by a P-value of 0.000. These findings affirm the positive and statistically significant influence of technological literacy on the performance of local government.

Table 3: The Effect of Technological Literacy on Social Media and Regional Apparatus Performance

Independent Variable	Dependent Variable	Coefficient	P-Value
Technology Literacy	Social Media Usage	0.264	0.038
Technology Literacy	Regional Apparatus Performance	0.159	0.000

The Effect of Service Innovation on Social Media and Regional Apparatus Performance

Innovation within service systems exerts a positive and statistically significant influence on social media utilization. The results indicate that for each one-unit increase in service innovation, social media usage rises by 0.560 times, with a P-value of 0.040. Furthermore, service innovation also positively and significantly affects the performance of local apparatus. Specifically, a one-unit increase in service innovation enhances the performance of local apparatus by 0.219 times, supported by a P-value of 0.004.

Table 4: The Effect of Service Innovation on Social Media and Regional Apparatus Performance

Independent Variable	Dependent Variable	Coefficient	P-Value
Service Innovation	Social Media Usage	0.560	0.040
Service Innovation	Regional Apparatus Performance	0.219	0.004

The Effect of Social Media on Regional Apparatus Performance

Social media exerts a statistically significant and positive influence on the achievements of local apparatus. The analysis reveals that each one-unit increase in social media usage results in a 0.176-fold improvement in the performance of local apparatus, with a P-value of less than 0.005. This finding underscores the role of social media as a crucial mediator that can enhance the relationship between the independent variables of CETTAR work culture, technological literacy, and service innovation, and the performance of local apparatus.

Table 5: The Effect of Social Media on Regional Apparatus Performance

Independent Variable	Dependent Variable	Coefficient	P-Value
Social Media Usage	Regional Apparatus Performance	0.176	<0.005

The results of this study indicate that the strategic use of social media can markedly enhance the performance of local apparatus in East Java. It is advised that local governments should prioritize improving technological literacy and fostering service innovation while simultaneously reinforcing the CETTAR work culture and fully leveraging the advantages of social media. Consequently, social media functions not only as a communication tool but also as a catalyst for enhancing organizational performance.

By optimizing social media use, local officials are expected to increase productivity, efficiency, and effectiveness in public service delivery, and to strengthen the relationship between the government and the community. These findings underscore the necessity for more targeted strategy development in the use of social media to support the enhancement of local apparatus performance.

The analysis demonstrates that social media plays a pivotal mediating role in the relationship between CETTAR work culture and local government performance. By effectively utilizing social media, both the government and the public can improve communication, uphold CETTAR values, and achieve greater transparency. This finding corroborates the hypothesis that social media can be a powerful instrument for enhancing the performance of local apparatus by strengthening the existing work culture.

Based on the research findings, local governments should integrate social media as a key component of their strategy to boost employee performance. Additionally, training and developing employees' capabilities to use social media effectively are crucial for the successful implementation of the CETTAR work culture.

DISCUSSION

The research findings indicate that the achievements of local apparatus in East Java, as well as the utilization of social media, are significantly influenced by CETTAR work culture, technological literacy, and service innovation. Additionally, social media has been demonstrated to serve as a critical mediator that enhances the relationship between these independent variables and the performance of local apparatus.

The CETTAR work culture, which embodies the values of speed, effectiveness, responsiveness, transparency, accountability, and responsibility, markedly increases social media usage among local apparatus. This aligns with Prasetyo's (2019) research, which revealed high employee readiness to adopt the CETTAR work culture. The study further found that social media facilitates the implementation of this work culture (6).

Technological literacy also significantly impacts social media usage and the performance of local apparatus. These results corroborate the findings of Widiastuti and Husain (2023), who emphasized the importance of technological literacy in fostering public participation through social media. This study extends their findings by demonstrating that technological literacy not only boosts social media usage but also directly enhances local apparatus performance (9).

Innovation in services shows a highly significant influence on social media usage and local government performance. This finding supports Bessant and Tidd's (2013) assertion that effective innovation must align with overall organizational goals. In this context, leveraging social media as a platform for public service innovation positively impacts the performance of local apparatus (10).

This research shares similarities and differences with previous studies. For example, Widiastuti and Husain's (2023) research highlights the role of social media in increasing transparency and public participation (9). However, this study further illustrates that social media not only enhances public engagement but also acts as a mediator that strengthens the relationship between work culture, technological literacy, service innovation, and regional apparatus performance.

Prasetyo's (2019) research focuses on employee readiness to adopt the CETTAR work culture, while this study demonstrates how social media can facilitate the implementation of this work culture and improve the performance of local apparatus (6). Additionally, this study broadens previous findings by highlighting the expanded role of social media in public management in the digital era.

Talcott Parsons' Social Systems Theory is highly relevant to understanding these results. This theory underscores the importance of adaptability, goal achievement, unity, and structural preservation in social systems to maintain organizational stability and function (11). In this context, local apparatus in East Java, as part of a larger social system, must adapt to the use of social media and technology to achieve organizational goals such as increased transparency, public participation, and service efficiency.

The use of social media as a communication and information tool in local government can be viewed as an adaptation mechanism that enables organizations to remain relevant and responsive to external changes and community demands. It also facilitates internal integration and coordination, maintaining more effective communication patterns between the government and the public.

The findings of this study have significant implications for developing public management strategies in the digital era. Local governments need to enhance technological literacy among employees and develop training programs that focus on using social media as a communication and information tool. Furthermore, service innovation should continue to be encouraged and facilitated through social media platforms to improve local authority performance.

This research also suggests that a strong and supportive work environment like CETTAR can be more effectively implemented with the aid of social media. Therefore, the development of policies that support the use of social media in the public sector is essential. Local governments in East Java are advised to design policies that promote the active and purposeful use of social media to achieve organizational goals and improve public service performance.

The results of this study confirm the importance of social media usage in enhancing the performance of local apparatus in East Java. By optimizing social media utilization, local apparatus can improve productivity, efficiency, and effectiveness in public services, as well as strengthen the relationship between government and society. The findings support social systems theory, emphasizing the importance of adaptation and integration within organizations to achieve stability and functionality. This research also provides practical recommendations for local apparatus to maximize the functions of social media as a tool to strengthen work culture and improve public service performance.

CONCLUSION

This study identified critical roles for social media as a mediator in enhancing the performance of local apparatus in East Java. It was found that CETTAR work culture, technological literacy, and service innovation all exert a positive impact on both social media usage and the performance of local apparatus. These findings support social systems theory, which highlights adaptation and integration as essential for organizational stability and functionality. The CETTAR work culture enhances social media usage and local government performance, while technological literacy and service innovation significantly contribute to the optimization of social media and overall performance improvement. As a mediator, social media strengthens the relationship between these independent variables and the achievements of local apparatus.

This research significantly advances scientific understanding by elucidating the role of social media in public management, particularly in enhancing performance through work culture, technological literacy, and service innovation. However, the study has limitations, including its focus solely on regional apparatus in East Java and the exclusive use of a quantitative approach. Future research should consider expanding the geographical scope and incorporating qualitative methods for a more comprehensive

exploration.

Overall, this study effectively addressed the research question regarding the effectiveness of social media as a mediator in improving the performance of local apparatus, highlighting the crucial role of social media in reinforcing work culture and service innovation. The findings provide a foundation for developing public management strategies in the digital era, emphasizing the importance of technological literacy and service innovation to maximize the benefits of social media in the public service system.

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