

Analysis of Facebook Social Media Utilization in Shaping the Positive Image of Regional Leaders and Disseminating Government Programs (A Case Study)

Redemptus Darus Triusada¹, Yusmanizar¹, Alem Febri Sonni¹

¹Master of Communication Science Program, Universitas Fajar Makassar, Indonesia

Email: redemptusdarus@gmail.com

Abstract. *This study aims to analyze the utilization of Facebook as a social media platform in shaping the positive image of regional leaders and disseminating government programs, with a case study conducted at the Protocol and Leadership Communication Division of the Nunukan Regency Secretariat. The research was conducted through qualitative descriptive methods, involving observations, interviews, and documentation. Data were collected from six informants from the Nunukan Regency Government. The findings show that the use of Facebook by the Protocol and Leadership Communication Division has been an effective strategy in both building a positive public image of the regional head and serving as a communication channel to disseminate information about government programs to the public. This study concludes that Facebook plays a significant role as a media tool for regional government public relations efforts, particularly in enhancing public perception and improving the reach of official communications.*

Keywords: *Facebook, Regional Leader Image, Government Communication Social Media, Government Public Relations*

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INTRODUCTION

Following the Industrial Revolution 4.0, work systems have shifted (Ivaldi et al., 2022). Work systems that were previously manual and required individual execution have now evolved into instantaneous systems through the use of technology. This shift is also felt in how people communicate in this era. Communication methods during the Industrial Revolution have undergone significant changes (Salsabila & Rehnaningtyas, 2024; Suryanti & Wijayanti, 2018; Daniswara & Faristiana, 2023). For example, the process of sending and exchanging information using animals, such as pigeons, or letters, has been replaced by digital messaging. People use social media not only because it's easy to access, but also because it can be used anytime and anywhere. The process is also much faster and more efficient.

Everyone can now communicate directly, face-to-face, indirectly. This medium is known as social media. The use of social media has ultimately evolved as a way for people to communicate. (Licoppe & Smoreda, 2005) In the last decade, the role of social media has begun to be felt as a channel for publicizing the performance achievements of entire organizations. In this era of information technology advancement, social media has become increasingly popular, ranging from YouTube, Instagram, Facebook, Twitter, TikTok, and many others (Anderson, 2020;

Haenlein et al., 2020; Szeto et al., 2021). Likewise, websites still exist as longer-lasting and more comprehensive platforms for presenting information about organizations.

Social media, on balance, is able to compete with conventional media with its distinctive and specific advantages in presenting public publications that can reflect an organization's performance to the public (Macnamara & Zerfass, 2012; Iosifidis, 2011). If these publications are produced consistently, they will be able to influence public opinion about the organization. Interaction with social media is a way of communicating in the face of advances in information technology, intuitively balancing perceptions and shaping public opinion.

Informing opinion through social media is also carried out by governments. In this case, regional governments also use social media intuitively to disseminate their work programs, thereby generating positive interpretations of their performance among the public. The Regional Government of Nunukan Regency, in this case the Protocol and Communication Section of the Leadership of the Regional Secretariat of Nunukan Regency, uses social media, including Facebook: Nunukan Regency Government; Instagram: Nunukan Regency Government; YouTube: Kopi Channel. The use of social media has recently been widely utilized by the Indonesian government, state institutions, and other provincial and district/city governments, including the Indonesian National Civil Service Agency (BKN).

For example, the State Civil Service Agency (BKN)'s Facebook page provides information services for Indonesian civil servants (Fadhil, A., & Yazid, 2023; Thayb et al., 2025; Turner et al., 2022). Through its information services, the BKN Facebook page provides access to information for the public, particularly Indonesian civil servants. The State Civil Service Agency's Facebook page is one of the recipients of awards for its social media management in various events, such as the Media Huimas Award (AMH) by the Ministry of Communication and Informatics (Keimeinkominfo), the Digital Government Award, and the Government social media Summit (GSMS).

BKN received this award together with Keimeinkuimham, BPOM, and the DKI Jakarta Provincial Government in various categories for effective and innovative social media management. Public opinion is the result of a process of combining thoughts, feelings, and ideas expressed by the public. Public opinion itself is divided into three groups: mass opinion, group opinion, and popular opinion. In politics, the relationship between public opinion and communication science is in the form of insights into the personal image of political organizations or political leaders. In society, public interpretations will produce personal opinions. Opinions arise from government policies (Burstein, 2003)

In considering an opinion, the two most influential factors are perception and conviction. Opinions arise from discussions about controversial issues, which give rise to diverse opinions (Beck, 2019; Hess & Avery, 2008). Balanced individual opinions become clear and, after crystallization, become public opinion. Balance becomes public opinion because consensus is created among the individuals involved in the discussion or debate regarding a social issue that poses a challenge. In this case, several dimensions must be considered, namely: Consensus for each individual does not occur spontaneously; it requires some time and is highly dependent on the emotional influences of members of a community, shared beliefs, beliefs about the issues discussed, shared experiences, external pressures, and actions taken by the recipients. Cases involving religious communities, for example, will quickly become consensus (Sandal, 2011; Sampson, 2012).

Each individual's perception of an intuitive opinion usually begins with the smallest segment of the population, then expands to broader segments. Sometimes it only impacts an intuitive public segment, such as consumers. However, if consumers are not properly addressed, opinions can impact other segments, such as the government, employees, employers, and so on. The audience, or audience, generally has had an intuitive experience with the subject being discussed. The more intense the connection between the object and the audience, the more experience the audience will have.

While in the past, people routinely experienced things they disliked, when someone else verbally expressed their opinion, consensus among them was more rapid (Bassili, 2003). Almost every case involves one or more characters. The consensus that emerges usually depends heavily on the characters handling the case. Image can be in the form of positive responses that are intuitive, following, active behavior and other positive actions and negative responses that are intuitive, rejection, approval, details or other negative intuitions (Woolley & Risen, 2018; Cardoso et al., 2020).

The image itself will be tied to each individual or institution. Positive or negative responses depend on the intuition process and the meaning of the target object of the image intuition (Gioia & Thomas, 1996; Gore & Sadler-Smith, 2011). In addition, everyone has the right to intuitively interpret personal or institutional images. (Summarized from Hltzhausein, Deirina & Zeirfass, Ansgar in their book **The Routledge Handbook of Strategic Communication** on Kompasiana.com)

Regarding the image of a leader, this must be cultivated and cannot emerge spontaneously because modern leaders in a democratic society build their image from below and are not inherited from a monarchy. The image of a leader must be intuitive, demonstrating a strong and complete personality, along with a vision and mission for leading people in their duties (Solikin et al., 2017; Apit et al., 2025; Ingenhoff & Fuhrer, 2010). Even in some leaders, the leader's image can enhance their charisma, allowing them to lead for a relatively long time. Specifically, the leader's image differs from the leader's charisma. Leaders who are led by traditional legitimacy, such as kings, moral figures, and religious figures, can lead as powerful people based on their charisma.

However, modern leaders, born from the people and then leading the people, must have a strong image to gain the legitimacy of the community in leading (Fadrullah & Syam, 2024; Setyawan et al., 2022; Kurniawan, 2021). In relation to government programs, the Protocol and Communications Division of the leadership manages Facebook as a powerful tool for disseminating government programs. Considering this, researchers would like to discuss how to analyze the use of Facebook in shaping a positive image of regional leaders and disseminating government programs. The above opinion is intuitively the basis of this research that the use of social media Facebook can help regional governments in their efforts to maintain a positive image of the government (in this case the regional head) and become an intuitive channel for disseminating regional government programs.

METHODS

Research approach and design

This study adopts a qualitative, descriptive research design. Qualitative methodology is appropriate because the study seeks rich, contextualized, and in-depth descriptions of how Facebook is used to construct the positive public image of the regional head and to disseminate local government programs. The descriptive orientation narrows the focus: the research will document and explain the current state of social-media practices, the interactions among actors, and the conditions that facilitate or hinder effective use of Facebook for image building and program communication. Emphasis is placed on the quality and depth of the data (words, behaviours, and observed interactions) rather than on numerical generalization. The design is intentionally flexible and field-driven: data collection and analysis will be iterative and responsive to what emerges during fieldwork.

Study Site (Research Location)

Fieldwork will be conducted at the Protocol and Leadership Communications Section of the Regional Secretariat of Kabupaten Nunukan (Bagian Protokol dan Komunikasi Pimpinan Sekretariat Daerah Kabupaten Nunukan). This office was selected because its official duties and functions include public relations, publication of governmental activities, and management of social-media communication on behalf of the regional leadership. Conducting research at this

location enables direct observation of communication practices, access to personnel involved in social-media management, and review of official documents and publications that are central to the analysis.

Data Sources

The study will draw on two complementary types of data: primary and secondary. Primary data consist of verbal accounts obtained through interviews, the researcher's field observations, and other live interactions with informants. Primary data will include audio-recorded interviews and contemporaneous field notes describing observed practices and interactions. Secondary data are documentary materials that supplement and contextualize primary information: internal documents, official reports, draft regulations, screenshots or archives of Facebook posts, press releases, photographs, and other written or visual records. Together, these sources allow triangulation and produce a fuller, more trustworthy picture of how Facebook is used to shape image and disseminate program information.

Sampling and Informants (Participants)

Participants are purposively selected because they hold direct responsibility for or close involvement with social-media communication and public information within the regional administration. The study's key informants include the Vice Regent (period 2025–2030), the Vice Regent (period 2020–2025), the Acting Regional Secretary, the Head of the Protocol and Leadership Communications Section, and two staff members responsible for communications and documentation. A total of six informants will take part in the study. Selection criteria emphasize: (1) involvement with Facebook publication and image management; (2) institutional role in public information; and (3) willingness and capacity to provide informed perspectives about daily practices, constraints, and decision-making related to social-media use.

Data Collection Techniques and Instruments

Data will be collected through a combination of semi-structured interviews, participant observation, and document review. Semi-structured interviews are the primary technique: an interview guide with open-ended questions developed from the study objectives and indicators will steer the conversation while allowing respondents to expand on issues and introduce new topics. Where particular issues require standardized comparison, structured questions will be used to ensure consistent coverage across informants. Participant observation will be conducted during routine communication activities and publication workflows to capture observable behaviour, interactions, and technical practices; the researcher will maintain detailed field notes and, where permitted, take photographs or collect copies of social-media outputs. Documentary data collection will follow a standard protocol for retrieving, cataloguing, and analyzing written and visual records (for example, drafts of press releases, Facebook post archives, screenshots, program materials, and policy documents). All interviews will be audio-recorded with informed consent and transcribed verbatim; field notes and documents will be systematically organized to support subsequent analysis.

Data Analysis Procedures

Data analysis will follow an iterative qualitative approach inspired by Miles and Huberman's (data-reduction, data-display, and conclusion/verification) framework, combined with thematic coding. First, raw data (transcripts, field notes, and documents) will be cleaned and organized. Next, the researcher will perform data reduction through progressive summarization and coding: initial open coding to identify meaningful segments, followed by axial coding to relate categories and selective coding to refine themes that answer the research questions. Data display will use matrices, timelines, and narrative summaries to make patterns visible and to connect practices to outcomes (for example, types of Facebook content mapped to engagement and perceived image effects). Finally, conclusions will be drawn and continuously checked against the data through iterative comparison; interpretations will be adjusted if disconfirming evidence

appears. Throughout analysis, the researcher will maintain memos documenting analytic decisions and reflexive notes on how their position may influence interpretation.

Trustworthiness and Validation Strategies

To ensure credibility, dependability, confirmability, and transferability, multiple validation techniques will be used. Triangulation across data sources (interviews, observation, and documents) will test the consistency of findings. Member checking will be performed by returning preliminary summaries or interpretations to informants for confirmation and clarification. Thick description will be provided so readers can assess transferability to other contexts. An audit trail detailing instrument development, data collection procedures, coding frameworks, and analytic memos will support dependability and confirmability. Peer debriefing with academic supervisors or peers will provide external critique and reduce researcher bias. Where appropriate, the researcher will also conduct spot-checks of document authenticity and date stamps on social-media materials to verify provenance.

Ethical Considerations

This research will adhere to standard ethical principles for human-subjects research. Prior to participation, each informant will receive clear information about the study's purpose, procedures, potential risks, and benefits, and their voluntary informed consent will be obtained in writing. Participants will be able to withdraw at any time without penalty. Confidentiality will be maintained by anonymizing transcripts and removing identifying details in reports unless explicit permission is granted to attribute statements. Audio files and documents will be stored securely; access will be limited to the research team. If the study requires formal institutional permission from the Regional Secretariat, the researcher will secure it before data collection begins.

Research Timetable (Stages and Schedule)

The fieldwork and reporting are planned to take place between January and August 2025. The schedule begins with consultation on title and proposal development in January and February, followed by proposal writing and internal seminars in March. Data collection (interviews, observations, and document gathering) and concurrent preliminary analysis are scheduled for April through June. The writing of the research report and deeper analysis will occur in June and July, with a seminar presenting research results and final revisions in July and August, culminating in the final examination (thesis defense) at the end of the timeline. Each stage will include specific deliverables (interview transcripts, coded datasets, interim reports) documented in the audit trail.

Instruments and Deliverables

The main instruments are the interview guide (semi-structured and structured question modules), the observation checklist and field-note protocol, and a document-review template to extract relevant data from official records and Facebook outputs. Deliverables at the conclusion of the study will include: a complete set of anonymized interview transcripts, a coded dataset and thematic summary, an analytic report describing findings and evidence, and recommendations for optimizing Facebook use for image management and program dissemination.

RESULTS AND DISCUSSION

Analysis of the Use of Facebook Social Media in the Nunukan Regency Government

Utilizing social media is a strategic step in balancing the positive image of the regional head and deputy regional head, as well as being an effective way to disseminate information about balancing programs. In today's leadership patterns and styles, which emphasize a leader's commitment to the community/constituency, and in this era of advances in information technology, the use of social media aligns with the needs of the current era.

During his leadership with Regent Nunukan created a wide range of opportunities to intuitively receive aspirations and discussions with all parties as part of his communication with the community. Heirmanuis stated that in his five-year administration, he would conduct more direct field visits to gain a deeper understanding of the problems and dynamics within the community.

"The future must involve more fieldwork, absorbing as many aspirations as possible, while communicating more closely with the public. This is an effective way to understand the public's desires," (Interview, Saturday, August 9, 2025).

Indeed, leadership styles differ from one leader to another, and the way leaders communicate with their communities will provide the most effective input for themselves, which will then become a consideration in determining the policy direction of the government they lead. This principle of creating a broad discussion space through various means (including increasing the intensity of public outreach) is widely appreciated and has become a communication channel between Deputy Regent and the people of Nunukan Regency. Heirmanuis believes that his communication style with the community is also in line with the spirit of the regional government's use of social media, which is intended to convey the messages of the regional head and deputy regional head to the public while encouraging the realization of a positive image of the regional head.

"In the current administration of regional government, intuition can create effective, efficient, and productive governance. The image of regional leaders is crucially important. Through various instruments, especially within the Protocol (Protocol and Leadership Communications Division), intuition can maintain a positive image of regional leaders, ensuring their image is perceived effectively, ultimately contributing to public trust and community satisfaction," (Interview, Friday, August 7, 2025).

In this era of technological advancement, a leader can be recognized more closely by his community through social media, a key step in the balance of the times. The speed with which social media can convey news about a leader's activities to the community is much more accessible than through conventional media such as newspapers and the like. Thus, the community is more informed, able to assess, and less easily provoked. Apart from that, social media is also effective in informing the community about the activities of its leaders because almost immediately the community can know about the activities of the leaders without any time lag. Regarding the importance of social media as a unique means of conveying information about government programs, H. Hanafiah welcomed it and felt its benefits.

"Social media is a very effective communication tool in conveying information to the entire community. It cannot be denied that our society is closely tied to social media devices. Through social media, the public becomes aware of what the government has done. So, in essence, this media (social media) goes hand in hand with the government's work. If it can be said, social media is our friend, able to convey every balancing action we undertake," (Interview, Thursday, July 31, 2025).

Current information technology has become very rapid in conveying information. This rapidity of information delivery also generates rapid responses and reactions among the public to government performance. In this era of public information transparency, the government must also be able to prepare instruments that can serve as a means of conveying information to the government, as well as providing feedback. Government policies will not always be considered good and beneficial by the public; however, negative aspects must be addressed and explained so that they ultimately become positive. Due to Jabbar's leadership, the Facebook social media managed by the Protocol and Leadership Communications Section has the potential to become an intuitive means of conveying confirmation.

"Positive or negative feedback is commonplace. In fact, if the public response to government performance is overwhelmingly positive, we (the government) must self-reflect. When a

government program receives a negative response, the government must counter it. How? This is done through the Prokompim (Communication Program), the regional government's media. Prokompim, in the Huimas area, serves as a bridge between information and the community, conveying information from the regional head to the public," (Interview, Thursday, August 7, 2025).

In addition to collaborating with mass media in an effort to create a positive image of regional leadership and in order to disseminate information on government programs, in this information technology balance, managing media internally is also something that must be done by government institutions that are in charge of information and public communication. This has strategic value because with good management and structured management, the management of internal media (bulletins, magazines, pamphlets, leaflets, reviews, and social media) by the government will be far more effective and efficient from all sides, both in terms of financing, increasing human resource capacity, and the delivery of information on the balance carried out by the government to the community. The use of social media also facilitates institutions or institutions to intuitively design and innovate in balancing their publications without having to be bound by contracts and agreements with publication service providers, so that a more creative way of conveying information to the public in the social media they manage is obtained.

"The use of mass media as a partner in disseminating information is not limited to conventional media such as print, online media, or website portals managed by partners. We (the Prokompim Division) must also have internally managed media, one of which is the use of social media. This is crucial as part of efforts to balance the image of regional leaders and at the same time serve as a means of disseminating information about the Balance program implemented by regional governments with more innovative and creative intentions," (Interview, Friday, August 1, 2025).

Utilization of social media If managed by the government, good regulation is needed from all sides so that the products produced can fulfill the needs of the government, disseminate information, and serve the public, obtain information correctly and accurately. The utilization of social media will not be able to run optimally without good regulation and management of resources. This resource management includes increasing the capacity of human resources, balancing and maintaining infrastructure, and identifying the needs of organizations and the public (public) in the process of realizing public communication. Identifying needs, It is important for government organizations and the community to be intuitive in producing government public communication that is responsive and sensitive to societal balance.

"In managing social media like Facebook, the narrative or content of news, as well as the images displayed, must be interesting, inspiring people to read, providing education, and increasing literacy awareness. We must strive to ensure that the publications we make have positive value in the eyes of the public, are responsive and sensitive to capturing the reality, interests, and trends that exist in society," (Interview with Sein, 4). (August 2025)

In managing social media as a means of maintaining a positive image of regional leaders and disseminating information about government programs, continuity and consistency are also crucial. With continuity and consistency in management, readers, consisting of various levels of society, can be assured of the existence of an active information delivery platform, meaning they always provide the latest information on regional leadership activities and government programs. The activeness of social media, in addition to being assessed by its consistency in delivering information, also fosters interaction with readers, for example. By responding to feedback on information requests from the public, answering questions, providing necessary information, and even providing information to local officials who manage the activities, the public can access government programs.

"We try our best to interact with the public through this managed Facebook, answering public questions and providing necessary information so that this managed social media has benefits beyond simply conveying one-way information, but rather interacting and creating a two-way

communication space between the government and its citizens," (Interview, Thursday, August 7, 2025).

Discussion

Utilizing Facebook to Improve the Positive Image of Regional Leaders

The word "Utilization" is derived from the root word "Benefit." In the Big Indonesian Dictionary (KKBI), it means: "use; profit; profit; purpose." By using the prefix "teirseibuit" and suffix "teirseibuit," the word "Utilization" can be interpreted as maximizing and maximizing the optimal use of something, achieving its intended purpose. This optimal use must be carried out from its planning through implementation, to its completion or evaluation. Regarding the conceptual framework of the communication planning model, Philip Leislei in "Communication Planning and Strategy," Hafieid Cangara states that the communication planning model consists of two main components: the organization that drives the activity and the public, the target of the activity. Organizations managing activities can be government institutions, private companies, or social organizations (Pattberg, 2005; Rainey et al., 1976; Klijn & Teisman, 2000). Such organizations or institutions require specialist staff who can handle communication issues, whether it involves branding, marketing, or collaboration with other stakeholders. The public is the second component that is the target of political organization activities. This can vary depending on the type of organizational activity. In the public component, the steps that must be taken are feedback and evaluation or adjustment. Analyzing the use of social media like Facebook to maintain a positive image for regional leaders can be classified into two categories through three communication processes: Organizational and Public (Cho et al., 2017; Hoppe & Reinelt, 2010; Haro-de-Rosario et al., 2018; Farkas & Bene, 2021).

In the organizational process, the Protocol and Communications Section of the Regional Secretariat of Nunukan Regency carry out various activities, including analysis and research, policy formulation, program planning, and presentation of activities to the public. Some of the things that were done as a summary of the results of the study on the Utilization of social media Facebook in Improving the Positive Image of Regional Leaders were team building, periodic evaluations and briefings, increasing human resource capacity, and supporting infrastructure for research tools. This publication team building was intended to create an effective team whose members work with their respective tasks but remain mutually supportive. Prajuidi Atmosuidirdjo wrote in "Balancing Team Cooperation (Team Building)", Juini Pranoto, Wahyui Suiprapti. A team is a group with harmonious bonds and interactions, fostering change, growth, and balance within individuals and the organization. This harmonious bond and interaction will emerge in the integration of mindsets (way of thinking), emotions and motivations (way of feeling), and actions (way of action).

In carrying out the leadership's documentation and publication tasks, the Regent of Nunukan, through the Protocol and Communications Division, forms a publication team called the Journal, Bulletin, Magazine, Information Technology Management, and Website Management Team within the Protocol and Communications Division of the Regional Leadership Secretariat. The team structure consists of a Responsible Person, a Reviewer, a Reviewer/Editorial Manager, a Graphic Designer, a Photographer, a Reporter/Editorial Manager, and a virtual meeting operator/technician. This team carries out collaborative tasks in the production process, which are processed into publication results/products ready to be presented to the public. Periodic evaluations and briefings are crucial activities for the publication team, which are carried out as part of the leader's efforts as the "primary communicator" in communicating with the public/members of their organization. Riant Nuigroho Dwidjowijoto in "Government Communication, A Thousand Ages for Indonesian Government Leaders" states that every leader is a primary communicator, because in principle he holds the mouthpiece or microphone in every organization. A leader is an individual who provides direction to his followers.

Therefore, the leader's task is to communicate the direction of the organization. More importantly, a leader not only formulates the mission, vision, and strategy of the organization, but

what is most important is communicating it to all members of the organization. In carrying out periodic evaluations and briefings, the Protocol and Communications Division of the Leadership Department evaluates the tasks and work that have been carried out and prepares for the next activities (Lingard et al., 2011). In these evaluations, the focus of discussion is not on finding errors but rather on identifying deficiencies as learning materials to improve the quality of the leadership's documentation and publication services. In carrying out this task, the Protocol and Communications Division of the Leadership Department creates publication guidelines by referring to several parameters within a defined timeframe. In 2025, the Protocol and Communications Division of the Leadership will issue the main lines of publications referring to three main parameters, namely the age of the meeting, the commemoration of major days and national days, and the leadership ceremony (Trenggono et al., 2025; Lee, 2021; Alaql et al., 2023; Campus et al., 2025; Lipiński & Szabo, 2023).

By using the three-sided reference in the briefing, it will be determined what publication products will be produced by calculating the trend and the level of readership/public who will receive the three-sided information. The Intention of the planned Publication Product will determine on what media the publication product will be disseminated, whether in internal media such as bulletins and magazines, mass media, online media, website portals, or social media such as Instagram, Facebook, or YouTube which are managed by the Protocol and Communications Department. The evaluation and briefing carried out are part of the intuitive production process that produces good, quality, and accountable publication production results along with interaction. The Publication Team's Intuition Activities and the Evaluation and Briefing Activities carried out by the Protocol and Communications Section of the Leadership in carrying out the task of publishing leadership activities and disseminating information on government programs are in line with the Social Media concept proposed by B.K. Lewis (2010), where it is said that social media is a label that imitates digital technology that has the potential to make everyone intuitive to each other and carry out interaction, production and sharing of messages.

Improving human resource capacity is a key indicator of the quality of publication and dissemination of information, ultimately fostering a positive image for regional leaders. Balancing information technology and managing social media effectively requires skilled and technologically savvy human resources, not just superficial ones. Meinuiruit Ruilli Nasruillah, in the book "Digital Communication Management; Planning, Activities, and Evaluation" With the balance of internet technology and increasingly mobile devices, it is necessary to understand that placing the right human resource supply is a wise choice for institutions in managing digital communication. The digital environment, with its diverse social media characteristics, both in terms of algorithms, content, and institutional intuition, not only requires a sufficient supply of human resources for anyone to manage digital communications, but also requires careful consideration and even regulation of institutional intuition, fostering professional digital communications management.

This necessitates digital capital, which encompasses not only knowledge, attitudes, and skills, but also personality that orients toward excellent service in managing digital communications, ensuring the realization of institutional achievements. Capital is currently not simply learned from books, YouTube videos, or Google search tutorials. It also involves a series of planning processes, from recruitment and career balance, training and education, to human resource evaluation. To create a positive image for regional leaders, the Protocol and Communications Department also strives to improve the human resources (HR) of its reporting team members. This is necessary as a form of awareness-raising for civil servants amidst technological advancements. The potential for increasing human resource capacity is diverse, and one of them is through education and training in information and communication technology. The increase in human resource capacity carried out by the Protocol Section of Seitda Nunukan by providing training, education and other forms of celebration is an effort to basically improve the quality of the leadership's publication products so that it can encourage the realization of a

positive image of the regional head and deputy regional head through the managed Facebook social media.

This is also in line with and supports the previous research by Andhini Hastrida entitled "Proseis Peingeilolaan Media Sosial Peimeiruntah: Manfaat dan Reisisikis. In the research, Andhini mentioned the research of Khan (2014) and Avcı et al. (2023) that the implementation of social media can be explained through several scenarios, namely Standalonei Sceinario, Neisteid Sceinario, and Hybrid Sceinario. In this case, what is done by the Protocol and Communication Section of the Leadership by increasing the capacity of the human resource resources can carry out the tasks of publication and dissemination of information in line with the Standalonei Sceinario, which states: The government does not require complex technical, financial, or administrative infrastructure; it simply requires computers that are well-connected to the internet and human resources with basic knowledge of social media. The use of social media to maintain a positive image of regional leaders, carried out by the Protocol and Communications Division, will not be optimal without the support of optimal equipment infrastructure. The intended equipment is used by the publication team in the process of documentation, reporting, editing images (photos and videos), releasing narratives, and uploading to Facebook. This infrastructure improvement can be seen in the trend of increasing asset value every year, specifically communication tools and studio equipment, in the list of assets in the Protocol and Leadership Communications section over the last four years (2021-2024). The Protocol and Leadership Communications Section, in its duties to maintain a positive image for the regional head and deputy regional head, strives to maintain the integrity of the organization while simultaneously balancing the needs of the organization with the availability of goods.

"We cannot possibly produce good and optimal documentation without the support of good equipment, especially now on social media." "Intuitive media creates creative and contemporary content so that devices with maximum functionality can support the needs of others," (Interview, Thursday, August 7, 2025).

The development of communication and documentation devices is also one of the guidelines for the use of social media in government agencies. Regulation of the Minister of State Apparatus Empowerment of the Republic of Indonesia Number 83 of 2012 states: "Intuitively organizing public communication through social media requires computer facilities (personal, notebook, laptop, or tablet computer) and infrastructure." (electrical network and internet network) connected using modems, Wi-Fi facilities, or telephones. The Protocol and Communications Department of the Leadership itself manages the communication media infrastructure and equipment facilities, and is further away from the balance.

Utilization of Facebook Social Media in Disseminating Government Program Information

The Nunukan Regency Government utilizes Facebook as a means of disseminating government program information. The Protocol and Communications Division of the Nunukan Regency Regional Secretariat also conducts this. As a newly established government, it naturally has a vision and mission, along with accompanying work programs. Concepts, ideas, and new and fresh breakthroughs must be effectively communicated to the public. Therefore, the role of the Nunukan Regency Government Publication Team, including the Protocol and Communications Section of the Regional Leadership Secretariat, is considered crucial. This type of publicity work requires clear guidelines so that its actions can be accurately replicated and the strengths and weaknesses of the publication activities can be identified. Utilizing social media platforms like Facebook, specifically the Nunukan Regency Government Facebook, is one effective and intuitive way to disseminate local government programs through the features provided on Facebook.

Therefore, several things were done, including holding a Public Relations Conference, assessing the effectiveness of publications and ensuring the accuracy of information, and balancing the communication bridge between the community and the local government. In the Regulation of the Ministry of Communication and Informatics of the Republic of Indonesia Number 17/P/M.KOMINFO/03/2009 concerning the Dissemination of National Information by

the Government, Provincial Governments, and Regency/City Governments, in Part Three, Facilities and Infrastructure, Article 8 paragraph 1 states (1) In carrying out the Dissemination of National Information, the Government, Provincial Governments, and Regency/City Governments may use the following communication facilities: Mass media such as newspapers, magazines, radio, and television at least once a month; new media, such as websites (online media), should be updated at least daily; Traditional media, such as public meetings at least once a month; Internal media, such as seminars, lectures/discussions, workshops at least once a month in each sub-district; External media, such as bulletin boards, leaflets, booklets, brochures, banners, and billboards, should be updated based on the needs of the community.

In order to utilize social media Facebook as a means of dissemination (dissemination) of the Government's Work Program, meetings were also held with partners such as print media, radio, television, and online media based on website portals. Therefore, the Protocol and Communications Section of the Leadership held a press conference event. By holding this activity, many things were obtained, namely in addition to opening a space for discussion, socialization, and confirmation of the government's work program, it was also a means of introducing the Nunukan Regency Facebook to the public through mass media. Each media partner has its own reader audience, so that with the increasing popularity of the Nunukan Regency Facebook social media among media journalists, information on government programs on the Nunukan Regency Facebook will be increasingly disseminated to the public through the media they manage.

"Regional government work programs urgently need to be socialized to the public. This involves understanding how these government programs can be effectively, efficiently, and productively translated by regional officials, and how they can effectively achieve public satisfaction. However, this ultimately depends on highlighting the vision, mission, and programs, their contextual and factual implementation on the ground," stated Heirmanuis, S.Sos (Interview, Friday, August 8, 2025).

This Press Conference activity is an effort to highlight the vision and mission of the new government through the Nunukan Regency Facebook page, in conjunction with other social media channels. This is in line with Harold Lasweill's theory (Lasweill Model) which proposes a simple, intuitive way to understand the mass communication process, namely by answering questions as follows: who, says what, through what channel, to whom, and with what effect. By understanding the concept of the capital, the Protocol and Communications Section of the Leadership report on the clarity of the main actors and their behavior along with their actions in a series of efforts to publish and disseminate information on the vision and mission, along with 17 new direction programs that are in line with the changes of the Regional Government of Nunukan Regency. The Regent of Nunukan, regional officials, journalists and civil servants, government social media (Facebook), are the actors presented with their respective roles that bring influence, namely the socialization of regional government programs to the community and the increasing popularity of the Nunukan Regency Facebook social media among the mass media. Figure 10. Attendees at the Conference on Socialization of Implementation

Furthermore, the utilization of Facebook social media in the dissemination of the Government's Implementation Program is carried out by examining the platform's effectiveness through Facebook Insights. According to www.theiglobalstatistics.com, in its article: "Indonesia Facebook Insights Statistics 2025, FB Active Insights," by early 2025, Facebook had approximately 122 million users in Indonesia, according to data from MEITA, Facebook's parent company. This figure shows Indonesia's prominent strength on the platform, making it one of the largest Facebook markets globally. Several types of Facebook, with their respective capabilities and specifications, are: Personal Facebook: A personal profile used to share information, photos, and videos with friends and family. Facebook Page: A page used by businesses, organizations, or public figures to promote themselves and interact with their peers. Facebook Group: A group used to discuss specific topics, share information, and interact with group members. Facebook Marketplace: A feature that allows users to intuitively buy and sell products online. Facebook Lite: A lightweight version of Facebook designed for users with slow internet connections or devices

with limited storage capacity. Facebook Watch: A feature that allows users to intuitively watch videos online, including videos created by other users and content produced by Facebook.

Seeing the significant and strategic potential of this platform, the Nunukan Regency Government, through its Protocol and Leadership Communications Section, utilizes the Nunukan Regency Government's Facebook page to disseminate information about government programs. The Facebook page, which is a page that allows for more intuitive features to socialize leadership activities and convey various government programs, and also allows for more flexible interaction with the government. Deputy Regent of Nunukan for the 2020 – 2025 period H. Hanafiah, SEi, is of the opinion that the use of social media Facebook is a major advancement in the regional government's efforts to publish government programs and activities of the regional head and deputy regional head.

"Because the public can access information more quickly, they become more informed and less easily provoked, and they have a basis for comparing information related to regional leadership activities," (Interview, Thursday, July 31, 2025).

By observing the behavior, trends, and attitudes of the public through the insights presented by the Nunukan Regency Facebook page, we obtain up-to-date information that can serve as a basis for intuitive consideration in determining steps and strategic ideas for its management. By utilizing Insight which presents data on the balance of social media managed by each city, we can obtain input on things that stand out or confuse the existing obstacles and barriers. This is in line with the previous research revealed by Achmad Dwi, Ahmad Syaban Zuilfiqar, and Siti Zuibaidah in the Utilization of intuitive social media for Social Campaigns and Community Involvement: A Case Study of Students in Palembang City, which found that by conducting an evaluation on the utilization of social media used, their reach has become increasingly broad in their involvement in social issues in terms of information dissemination, mobilization, fundraising, and collaboration. Student involvement as a generation of young people familiar with technology is one of the active social media segments, and is the group that uses social media the most (Mihailidis, 2014; Constantinides & Zinck, 2011; Balakrishnan & Gan, 2016; Osatuyi & Passerini, 2016). Therefore, students should be able to utilize social media intuitively for socializing, and also intuitively for various other activities, including social campaigns and community involvement.

Based on information reported by the Nunukan Regency Facebook admin, taken from the Insights on the Nunukan Regency Facebook page, various follow-up steps were taken to maintain and maximize the Nunukan Regency platform as a means of publishing and disseminating information about government programs. These steps include: Creating a more diverse range of publication products (narrative infographics, short videos). Utilizing all available broadcast channels on Facebook (text and photo news posts, videos on Pages, Reels, and Lives). Maximizing interaction by sharing posts in social media groups (Facebook and WhatsApp groups). Conducting Facebook Live Broadcasts on popular public events that provide valuable information (cultural entertainment events, national and religious celebrations, sporting events, and regional official inaugurations). The existence of social media today is increasingly balanced in its usefulness. Social media like Facebook, which initially served as an intuitive medium for fast and efficient communication, has now become a platform that can act as a "bridge" for information and facilitate the communication of government interests.

The Nunukan Regency Facebook, managed by the Protocol and Communications Section, creates a communication space and even bridges the gap between the community and the government. Although this is an alternative service besides the service rooms that are also opened in their respective regional offices, this has proven to be effective and efficient for the community, especially the Nunukan Regency Facebook followers who want to receive benefits from the government program. In simple terms, the function of the provincial administration starts from the dissemination of information about the government's Governace program which is carried out through the Nunukan Regency Facebook page, the provincial administration

socialization to the community, through the community responding and conveying the information in accordance with the program's wishes which are conveyed through the incoming message on the Nunukan Regency Facebook page, the administrative staff then conveys the provincial administration's information to their superiors as a consideration to obtain the information and then it is conveyed to the regional officials who manage the program, then the information is conveyed to the staff or officials who are in charge of the regional officials who manage the program and is continued with the mechanism of providing assistance by regional apparatus to the community concerned.

The thing that is done by the Nunukan Regency Facebook is a new breakthrough that is done as an effort so that the social media that is managed can attract the attention of the community/communicators and not be abandoned, in this way the government's programs can be conveyed to the community. The delivery of information from the information provider (Regional Government) to the information recipient/communicator (Community) in a systematic and continuous manner will become a habit, cycle and ultimately become a new two-way communication culture from both parties, between the government as the party that delivers information with the community that receives information which is carried out through the Nunukan Regency Facebook. This created pattern is in line with and reflects the Cultural Norm Theory proposed by Melvin DeFleuiur, which essentially states that mass media, through its selective presentation and emphasis on intuitive concepts, creates impressions in the audience where the cultural norms of science regarding topics that have weight, are formed in intuitive ways.

Therefore, individual behavior is usually guided by cultural norms regarding something intuitive, so communication media will indirectly influence behavior. On a broader level, the resulting communication habits and culture indirectly shape the mindset of individuals, which in turn, becomes the collective consciousness of the community. They are increasingly accessing information from the Nunukan Regency Facebook channel and supporting government policies and efforts in implementing its programs. However, in utilizing the Nunukan Regency Facebook social media platform, the communication flow between the Nunukan Regency owner (in this case, the Nunukan Regency Government) and the community (in this case, the community) faces significant obstacles in distributing information evenly throughout the Nunukan Regency. This lack of information delivery is due to the minimal availability of internet networks in remote and interior areas which are not equipped with adequate communication infrastructure.

CONCLUSION

Utilizing social media like Facebook as a tool to build a positive image for regional leaders and disseminate information about government programs requires thorough and comprehensive implementation, from planning and implementation to evaluation. This is absolutely essential, considering that social media, including Facebook, is now a new media (New Media) whose working methods differ from conventional media and mass media in general. With parameters and references that differ from conventional media, utilizing social media can create a fast, precise, and precise working process. The Protocol and Communication Section of the Leadership and the Board of Directors maintain a positive image of the leadership and the board of directors, disseminating information on regional government programs and maintaining the integrity of their work in a focused, orderly, and precise manner. All regulations that regulate the flow of the Protocol and Communication Section of the Leadership, such as the Department of Home Affairs, the Department of Administrative and Bureaucratic Reform, the Department of Communication and Information, and so on, serve as a source of legitimacy for the institution, which has the task and responsibility in the field of communication and information, working, creating, and innovating through social media. The leadership's guidance and implementation of intuitive responsibilities can maximally balance the positive image of the government, while the dissemination of information on government programs must be interpreted and carried out as an intuitive effort to create and maintain the legitimacy of the government in the eyes of the public, so that it results in a high level of public trust in the government, so that it can run the wheels of

government that work intuitively in the interests of the community and strive to create maximum prosperity.

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