

# The role of community and government digital culture in encouraging participation and the quality of public services in Bandung City

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## ABSTRACT

This research aims to find out about the digital culture of the community and its impact on the level of public participation. It is also to see how the digital culture of the Bandung city affect the quality of public services and the strategies implemented to optimize public participation and the quality of public services in Bandung city. This research is motivated because the digital culture of the people of Bandung city is still low so that it has an impact on the low level of digital public participation and the digital culture of the Bandung city government is still low so that the quality of digital public services is also low. This research used a mix method, which is a combination of quantitative approaches and qualitative approaches. The quantitative approach in this study was carried out using a survey method to measure digital culture. While the qualitative approach was obtained through descriptive analysis of quantitative findings and constructing strategies to build a digital culture of the community and digital culture of the Bandung city government. The result of this research is that the digital culture of Bandung city is quite mature. However, it has not been able to encourage active and substantive participation in the government's digital communication channels. Likewise, the digital culture of Bandung city government employees is also quite good. The digital culture of government employees has only had an impact on service quality quantitatively, but not yet qualitatively.

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## 1. Introduction

Since the popularity of new social media platforms in Indonesia, for example, Facebook in 2008, Twitter in 2012, WhatsApp in 2014, and Instagram in 2015, society's communication and interaction behavior has begun to change [1]. Almost everyone has experienced a shift in communication patterns where they interact more through the intermediary of the new communication media platform where the face-to-face communication pattern begins to decrease in intensity [2],[3].

This change in communication behavior leads to digital culture [4]. Referring to the definition that the so-called digital culture is a concept that describes how technology and the Internet shape the way we interact as humans (<https://gdsgroup.com/>). It means that communication media platforms that began to appear massively in the 21st century triggered digital culture in the midst of society, including Indonesian society [5],[6].

Changes in digital culture has affects people digital behavior in numerous ways. Eventually, this has changed the way corporate dan government offer their services [7]. Digital facilities in the form of communication media platforms are available, but the digital culture of the community still needs to be supported. Some indicators that shows that digital culture is still not well-supported can be seen from: (a) There are still few people who follow the government social media, (b) people who have followed the social media have not been active in submitting complaints, suggestions, or giving advice to each other in solving problems in the community, (c) Public knowledge about the flow or process of complaints, submitting complaints is still low, (d) Checking the progress of complaints, suggestions are not consistent, and (e) Perceptions of the follow-up process to complaints are still limited. It is as if every complaint or grievance must be completed according to how the community thinks. This misperception affects subsequent participation [8].

This digital culture is the basis for the Indonesian government, including local governments, to implement e-government, which utilizes information technology to provide information and services to the community [9]. E-government can also be digital government, online government, or in specific contexts, it is called transformational government [10]. E-government has three functions: increasing internal efficiency, delivering public services, and democratic governance processes [11],[12].

Digital culture is a concept which explains that technology and the internet shape the way human interact. This form of interaction can be a way of behaving, thinking, and communicating in society [13],[14]. The special characteristics of digital culture can be explained by the types of technical processes involved, the types of cultural forms that emerge, and the types of experiences digital culture brings [6]. Digital culture shapes how organizations interact with internal and external stakeholders [15]. This communication is related to the use of digital technology in the form of social media and application systems [16]. Internally it is carried out to carry out organizational functions while externally it is carried out within the framework of services or services to customers or it can be said to be the public [17].

Digital culture refers not only to values, agreements, or thoughts in today's society, but also how people communicate within the society [18]. Interaction that occurs in society is the main indicator in viewing digital culture [19],[20]. In the context of this research, the intended interaction is the interaction between the community and the government. How the interaction is built to take part in the development process through public participation.

One of the pioneering regions in Indonesia in implementing e-government is Bandung city. It means that the government and the community there have more experience at the implementation level, regardless of its effectiveness. The people of Bandung City have been introduced to digital channels to participate in government programs in both planning and implementation level. The Bandung City government already has new media communication channels like Facebook, Twitter, Instagram, and YouTube. Even the mayor and vice mayor have their own official accounts to accommodate public aspirations. Public relations manage some of these accounts, and some are even managed by private teams [8].

Concerning efforts to absorb public aspirations, the Bandung City Government has even used the LAPOR (People's Online Complaint Application Service) application. Five applications have been used since 2012. This application can be integrated with official social media accounts owned by the Bandung City government. Based on research conducted in 2015, only 36.1% of people knew the LAPOR application. It means that there were still around 63.9% who did not know, and of the 36.1% who knew it, while only 35% used it [21].

This research has two problem statements: first, related to the digital culture of the community concerning public participation, and second, the digital culture of government officials with the quality of public services. The details of the problem are as follows: First, the Bandung City government already has a digital platform in the form of social media and complaint applications to attract public participation, such as BEAS (Bandung Emergency Application Support - Health-related emergency reports), Bandung Panic Button (broader emergency complaints), Salaman (Done in a Grip - application for population administration applications), Bimma (Bandung Integrated Manpower Management Application - application for job search), Arimbi (application for updating data in various fields, such as food prices, availability of hospital beds, number of hospital visits).

The second problem statement is related to the channel of problems absorption, complaints, and the effectiveness of fulfilling community needs actually has been facilitated through various communication media platforms and applications [22]. However, the follow-up from the government officials still needs to be improved [23]. Dissatisfaction from the served community still often arises. As a result, the quality of service still needs to improve even though it has been implemented through information and communication technology. It is because the digital culture of government officials or from the level of the government organization itself still needs to be stronger. These weaknesses can arise in terms of viability (system reliability), openness (availability of information/data), knowledge (officer knowledge), agility (officer agility), trust, interdependence (cross-sectoral relationships), and responsibility.

This research topic is different from other studies. Some journals that can be referred to as initial reference material to show that this research is still original and has not been studied in detail by previous researchers are as follows. First, Muntean, Alina. 2015 with title *The Impact of Social Media Use of Political Participation*. Thesis MA in Corporate Communication Aarhus University. This research only focused on the impact of social media in the media perspective on involvement in political activities, not specifically more at the digital culture of the society [3].

Second, Zhao, Yuning, and Zhou Xinxue (2020) with title *The Effect of Online Political Deliberation on the Effectiveness of Government Response*. International Journal of Crowd Science Vol. 4 No. 3, 2020 pp. 309-331 Emerald Publishing Limited. This research did look at people's political behavior through online channels associated with the government response. Behavior is also part of the culture. However, this research did not take a general picture of digital culture in several dimensions. It also did not cover the digital culture aspect of the government organization [24].

Third, Uddin, Nasir. (2019) with title *Empowerment Through Participation in Governance: The Case of Union Parishad in Bangladesh*. Public Administration and Policy Vol. 22 No. 1, 2019 pp. 40-54 Emerald Publishing Limited 1727-2645. This research looked at community public participation rather than specifically through digital channels. The participation is still analog. Of course, it differs from this study's research focus, which tries to see or relate public participation through digital channels [25].

This research focuses on three main questions, namely, first, how is the digital culture of society and its impact on the level of public participation in the city of Bandung, second, how is the digital culture of local government and its impact on the quality of public services in the city of Bandung, and third, how is the strategy to build a digital culture so that public participation and the quality of public services in the regions to be optimal.

## 2. Theoretical Framework

There are two concepts used to analyse the problem in this article, namely the Digital Culture Dimension Concept developed by CIGREF Network for Large Companies (2014) and the Digital Culture Building Concept developed by Harshak (2013) [26]. The Digital Culture Dimension Concept is used as a basis to see how good the digital culture of the people of Bandung City is so that they are willing to actively participate in development and see how good the digital culture of local governments is so that they are able to provide the best public services [27].

Digital culture has several dimensions [17]. Quoted from the research results of the CIGREF Network for Large Companies, that there are seven dimensions of digital culture (2014) These dimensions can be used to see the extent to which a society or organization has a good digital culture. The seven dimensions are first, viability, which is related to the reliability of infrastructure and processes in ensuring the continuity of the organization and maintaining the trust of customers (public), employees, and other stakeholders. Second, Openness, which is the availability of digital data or information both needed by customers (public) and needed by the organization [28].

Third, Knowledge, which is knowledge of the digital capabilities possessed by employees in an organization. Fourth, Agility, which is agility in building proximity, responding quickly, or creating new expectations from customers (public) and other stakeholders [29]. Fifth, Trust, where digital tools imply greater exposure for the company (organization) and its employees. Sixth, Interdependence, namely in fulfilling or carrying out organizational functions, it is necessary to build cross-sectoral cooperation both within the organization and outside the organization. Seventh, Responsibility,

namely the demands of the organization in carrying out its functions properly, especially the function of providing services [30].

Digital culture can be built in several ways. Harshak (2013) suggests there are six steps that can be taken to build a digital culture. First, leadership policies, namely one hundred percent support from the leadership shown by formal policies. Second, role definitions, namely clear role descriptions and clear division of roles [31]. Third, people processes, namely the human resources department understands the need to recruit, train, and reward people. Fourth, key behaviors, i.e. Decision makers choose only a few incremental changes in daily practices to make a difference in introducing digitalization. Fifth, role models, Leaders set the best example [32]. Sixth, networks, i.e. People across the company (organization) take part in informal networking activities, such as clubs and social groups, to spread the word [33].

### 3. Method

This research used mix method as the primary method. This method was chosen because quantitative data needs to be explored for meaning through additional interviews with selected informants. Mix method is understood as a combination of quantitative methods and qualitative methods [34],[35]. The data processing in this study was carried out with quantitative and qualitative analysis based on existing problems [36],[37]. The type of quantitative method in this study was descriptive, carried out by survey, where the data was obtained from a sample of a specific population and generally used a questionnaire. The type of survey used was a cross-sectional survey, where data was only collected at a particular time to describe the condition of the population [38],[39].

This quantitative research measured two things: (1) Digital Culture of the community is associated with the level of community participation through digital platforms in the development process in the selected areas (Bandung City). (2) Digital Culture of Local Government Organizations is associated with service quality. The population in the study consisted of two: (1) People in Bandung who are adults and can use cellphones and social media and understand the use of public service applications. The number of residents/people of Bandung City whose age is  $\geq 15$  years and at the same time, the population in this study is 1,873,8562 people. (2) Bandung City Government Officials amounted to approximately 2500 people. By referring to the sampling formula with a significance level of 10%, the maximum number of samples is 100 people. However, due to budget and time constraints, the sample in this study used the limited sample. The number of samples is 57, consisting of 27 citizens and 30 Bandung City Government Officials.

The sample from citizens was determined by selecting the 10 most active accounts on Instagram of the Bandung City Government (@humas\_bandung) and 17 most active accounts on Twitter (X) of the Bandung City Government (@humasbandung\_). Data on people who actively communicate on social media was tracked using the ISA (Intelligence Socio Analytics) application. The selected public was given a questionnaire via Direct Message. While the sample from the Bandung City Government came from LAPOR application officers. The list of officers came from the person in charge of LAPOR at the Bandung City Communication and Information Office.

The quantitative data in this article was analysed using descriptive analysis techniques. This technique was chosen because this article does not prove the hypothesis, but only looks at the frequency of each variable and indicator measured. The variables analysed were the digital culture of the community and the digital culture of the Bandung City Government. To avoid bias, the researcher conducted validity and reliability tests before the questionnaire was given to the selected sample.

**Table 1.** List of Informants

No.	Category	Informant ID
1.	Responsible LAPOR	ID 1
2.	Representative of Diskominfo City of Bandung	ID 2
3.	Academics 1	ID 3

Source: Processed by the author, 2023

The qualitative research approach was obtained through the descriptive analysis method, namely collecting facts and thoroughly describing the problem to be solved [40],[41]. The qualitative approach in this study aimed to strengthen the explanation of the results of the quantitative research survey. The implementation technique was taken through observation and in-depth interviews with credible people who understood the concept and practice of digital culture in society and local government organizations (see Table 1).

## 4. Results and Discussion

The discussion of the research results is divided into two according to the initial objectives of the research, namely, the digital culture of the community, the digital culture of the government, and the strategies applied to build a digital culture and optimize public participation and the quality of public services. The elaboration and the analysis with regards to each result will be discussed as follows;

### 4.1. Public Digital Culture and Its Impact on the Level of Public Participation in Bandung City

Digital culture is understood as a new communication behavior that arises from the birth of digital communication technology integrated with the internet. Communication technology can be in the form of social media, websites, applications in communication platforms, and others. Community interaction patterns change due to being shaped by this communication technology. To observe this digital culture, various perspectives can be used. This research tried to see and analyze the digital culture of people in Bandung City based on five (5) indicators: viability, knowledge, agility, trust, and responsibility. These five indicators were adopted from the concept of the CIGREF Network for Large Companies, which suggested seven (7) indicators included in the digital culture dimension. However, since the researchers see digital culture in the context of society (not organizations), only the five (5) indicators selected above are relevant [28].

Referring to the CIGREF Network for Large Companies concept of digital culture indicators, and based on quantitative data obtained by survey, the digital culture of Bandung City is quite mature. More details on the condition of Bandung's digital culture can be seen in the following table:

**Table 2.** Indicators of Digital Culture in Bandung City

No.	Indicators	Scale			
		1	2	3	4
1.	Viability	05,5 %	05,5 %	31,5 %	57,5 %
2.	Knowledge	03,7 %	11,1 %	40,7 %	44,5 %
3.	Agility	00,0 %	03,7 %	37,0 %	59,3 %
4.	Trust	01,9 %	03,6 %	35,2 %	59,3 %
5.	Responsibility	07,5 %	05,8 %	39,5 %	47,2 %
<b>Mean</b>		<b>03,7 %</b>	<b>05,9 %</b>	<b>36,8 %</b>	<b>53,6 %</b>

Source: Processed by Researchers, 2022

Digital culture looks at society's ability in three sides in terms of digital, namely cognitive, affective, and psychomotor. Cognitive relates to the way of thinking, in this case, the knowledge and awareness of the importance of digitization in a process. Affective relates to a supportive attitude towards the process of digitizing government public services. Meanwhile, psychomotor is interpreted as the support from the action side to use digital media in public activities, especially those related to public services.

The digital culture of the Bandung city people, in terms of viability, on average, is very mature because it is at level 4. This viability is related to the cognitive aspect, that people realize the importance and benefits of using digital media, both in the form of social media, websites, and communication applications in their position as citizens. They realize that the use of digital media by the city government can facilitate communication between the government and the community. The condition of the digital culture of the Bandung City people from the knowledge aspect is also mature, but not as mature as the digital culture of the viability aspect. Nevertheless, the level of maturity of digital culture from this aspect is on average, already at level 3 and 4. This aspect is still related to the cognitive side because it concerns the level of public knowledge of various digital media owned by



the city government. The people of Bandung City are aware of the existence of the government's digital communication media.

In the agility aspect, the digital culture of Bandung City is also mature. This aspect is also at level 4 on average. The people are already good at utilizing various digital communication media of the city government. On average, people already understand social media, websites, and even existing communication applications. The features of the various communication channels are familiar and can be utilized by them. Digital culture from the aspect of trust is also excellent because the average is at level 4. Trust is very close to the affective aspect because it relates to the level of trust in the role of digital communication media. The people of Bandung City feel that digital communication media will contribute to the ease of communication, interaction, and submitting complaints and aspirations related to their needs to the government. Various communication channels provided by the government will facilitate their participation. The last aspect of Bandung's digital culture is responsibility. This aspect leads to the psychomotor side, which is related to the possibility of using the various digital communication media the city government provides. On average, people stated that they would use digital channels to submit complaints and aspirations about social problems they encountered in the field (Interview with informant ID 3, April 13, 2022).

The conclusion is that the average digital culture of the Bandung City people is very mature. However, this data needs to be confirmed with other variables since the data is still a perception obtained through a survey instrument. Therefore, the variables that can be used to validate this are social media data and digital communication applications owned by the Bandung City Government.

#### 4.2. Local Government Digital Culture and its Impact on Public Service Quality in Bandung City

The digital culture observed, measured, and analyzed in local governments, in this case, the Bandung City Government, is the digital culture of its bureaucracy. The bureaucracy analyzed in this research is the employees who manage the application of the complaint, LAPOR. LAPOR stands for *Laporan Aspirasi Pengaduan Online Rakyat* (People's Online Complaint Aspiration Report). An application initiated by the central government and implemented in the regions, one of which is Bandung City. LAPOR is one of the applications used to support public service functions in Bandung City. Organizationally, the LAPOR application is controlled by the Bandung City Communication and Informatics Department (Diskominfo). The field that oversees it is the Information Dissemination Division. The LAPOR application itself is under the Strengthening Public Information Disclosure Section. The management of this application is entirely under the control of this public information disclosure unit or section. This research measured and analyzed the digital culture of the LAPOR management team using seven (7) indicators, namely viability, openness, knowledge, agility, trust, interdependence, and responsibility. Unlike the indicators used to measure community digital culture, in the context of measuring organizational digital culture, there are two additional indicators, openness, and interdependence, in addition to the other five (5) indicators.

The digital culture of LAPOR managers is measured quantitatively using seven (7) indicators based on the concept of the CIGREF Network for Large Companies. These indicators include viability, openness, knowledge, agility, trust, interdependence, and responsibility. More details of the LAPOR team's digital culture are described below.

**Table 3.** Digital Culture Indicators for LAPOR Bandung City Officers

No.	Indicators	Scales			
		1	2	3	4
1.	Viability	00,0 %	00,0 %	08,4 %	91,6 %
2.	Openness	00,0 %	00,0 %	13,4 %	86,6 %
3.	Knowledge	00,0 %	00,0 %	06,7 %	93,3 %
4.	Agility	00,0 %	00,0 %	08,4 %	91,6 %
5.	Trust	00,0 %	00,0 %	06,7 %	93,3 %
6.	Interdependence	00,0 %	00,0 %	24,1 %	75,9 %
7.	Responsibility	00,0 %	00,0 %	10,0 %	90,0 %
<b>Mean</b>		<b>00,0 %</b>	<b>00,0 %</b>	<b>11,1 %</b>	<b>88,9 %</b>

Source: Processed by Researchers, 2022

The digital culture of LAPOR officers from the knowledge aspect is also very good. This aspect is on average at level 4. LAPOR officers have a good understanding of how to access digital data, understand how to respond, reply, report complaints, and follow up to the closing of complaints or reports. This knowledge is built through various literacy activities, starting from training, and mentoring from LAPOR management at Diskominfo Bandung. The digital culture of LAPOR officers from the agility aspect is also good. On average, LAPOR officers condition themselves to always respond to reports quickly. In addition, the officers also always utilize features in the application to convey their progress. This aspect is strongly supported by the evaluation mechanism carried out by LAPOR management. Every week, the LAPOR team from Diskominfo will check the performance of LAPOR officers. Seeing the speed of their response, and the progress of each incoming complaint. This condition greatly affects the level of agility of the field officers. The digital culture of LAPOR officers from the trust aspect is on average good because the majority are at level 4. There is a belief from LAPOR officers that they have high trust from the public. This is an asset and will be proven if the consistency of good performance continues to be carried out. Good output from LAPOR officers' work will be ammunition to maintain public trust.

The digital culture of LAPOR officers from the aspect of interdependence is quite good, although the value is the smallest compared to other indicators. While the other indicators average more than 85%, the interdependence aspect is still around 75% or less than 80%. This aspect shows that collaboration with other units related to the supply of data and information in responding to complaints needs to fully run well. There are still coordination constraints in the field. So this factor is the cause of the slow follow-up of complaints. The last aspect of digital culture is responsibility. The digital culture of LAPOR officers from this aspect is still quite good because the average is at level 4. On average, LAPOR officers are responsible for responding to complaints and following up quickly and thoroughly. It is also encouraged by the control mechanism that has been running in the Bandung City LAPOR management. Weekly evaluations from the Bandung City Diskominfo LAPOR team are consistent. So that field officers are encouraged to work with full responsibility.

From the LAPOR officers' perceptions, this digital culture meets the criteria. However, this perception still needs to be confirmed with other variables. Researchers tried to see other perspectives based on the performance of LAPOR officers throughout 2021. The author does this to link whether the digital culture conditions that have been good quantitatively through surveys align with the actual qualitative conditions in the field. Although quantitatively, the officers stated that government data has been presented digitally so that the openness aspect for digital culture is relatively high, the fact is that qualitatively, on average, all OPD (Regional Apparatus Organization) data, including in sub-districts and villages, are still presented conventionally. So far, only the Public Works Office has a unique application for digital data storage called the "Simpering application." It shows that institutionally, the culture of presenting digital data is not strong enough in the Bandung City Government. It is only strong on the knowledge side of digital data at the individual level.

In another aspect, namely the ability of officers to dispose of public reports digitally, field observations show pretty good results. In 2021, out of 564 incoming complaints, all were dispositioned. A total of 287 complaints were disposed of to the Department / Agency / Regional Office / Hospital, while 277 complaints or community reports were disposed of to sub-districts / villages. This data aligns with the digital culture from the aspects of agility and responsibility, which scored quite well from the quantitative survey results. The output of LAPOR officers' digital work concerning their digital culture can be seen in their ability to complete reports. However, this is only from the quantitative side of report completion, not from the quality aspect of complaints that can be adequately resolved. In 2021, out of 564 incoming complaints or reports, 488, or 87% of reports, could be resolved, 17 reports, or 3%, were still in process, and 59 reports, or 10%, had yet to be followed up. This data quantitatively shows that the digital response from LAPOR officers is quite good.

This research did not directly measure the quality of public services but tried to make a connection based on observations and interviews. One of those responsible for the application in Bandung City acknowledged that the whole team's work had not adequately met public expectations. In the field, LAPOR management officers are faced with a variety of problems. Some obstacles that could be more disruptive to fulfilling the LAPOR function are that LAPOR officers in OPDs or sub-districts and villages like to change quickly. The LAPOR officer's position is still not at the structural level. It is still functional, significantly affecting their responsibilities, concentration, and performance. Running the LAPOR application is still one part of the job. It has yet to be formally established as a person's

primary duties and functions. So other workloads affect the duties as LAPOR PIC in one unit. Another quite disturbing thing is the standardization in responding, answering, and reporting the progress of public complaints or reports. The ability of LAPOR officers to formulate language in a complete, comprehensive, grammatical, effective, and efficient manner in terms of sentences still needs to be developed. This ability will significantly affect the acceptance of the reporter. If the response is delivered with clear and complete sentences, the reporter's impression will be good. It will encourage better participation from the community (Interview with informant ID 1 and ID 2, May 15, 2022).

Based on the quantitative survey results, the digital culture of local governments, especially LAPOR officers, is quite mature. Of the seven digital culture indicators, the average is at level 4. It means that digital culture is perceptually very supportive. Digital culture from the viability aspect shows that LAPOR officers have mastered and are able to use the application. So that the application system is able to fulfill its function to provide the best service for the community in following up on community aspirations and complaints. This application can improve the quality of public services. In terms of openness, LAPOR officers on average have been able to access digital data to respond and follow up on incoming reports. Officers understand the agencies that are relevant to the type or category of complaint. It is natural that LAPOR officers will undergo training before being assigned. The status of officers who are also civil servants greatly facilitates this. Moreover, the officers chosen are those who are still young in terms of age. Their level of knowledge and understanding of communication technology is very good (Interview with informant ID 1 and ID 2, June 26, 2022).

#### **4.3. Strategies for Building a Digital Culture for Optimal Public Participation and Quality of Public Services in the Region**

From the data on the digital culture of both the community and local government, in this case, LAPOR officers, which have been measured quantitatively and validated qualitatively, several relevant strategies can be carried out according to the conditions of Bandung City, namely (1) leadership policies, (2) role definitions, (3) role models, and (4) networks. This strategy was developed from Harshak's concept: (1) Leadership Policies. Leadership Policies mean full support from the highest leadership in the region, whether governors or mayors and regents, with directions, appeals, words, or better yet, through formal policies. Formal policies can be through proposed regional regulations, decisions, or circular letters from regional leaders (Interview with informant ID 3, April 25, 2022). Some things that can be done related to leadership policies are: Ratify the guidelines for using social media in government that the Ministry of Communication and Information Technology has made. The provisions clearly outline the guidelines for using social media for government activities. The Ministry of Communication and Information has issued the book titled 'Maximizing the Use of Social Media in Government Institutions'.

Requires all agencies or OPDs (Regional Apparatus Organizations) to have official social media accounts, mainly social media that have many users, such as Instagram, Facebook, YouTube, and TikTok. Require all regional employees to follow all official accounts owned by all agencies and carried out in a matrix and massive. Even if necessary, all employees supervise nuclear and non-core family members, including relatives, friends, and community members. They have to follow the official government accounts. Create a structural position for the official local government social media account manager, especially the accounts that facilitate complaints or submission of information. Make a policy so that the officer or PIC does not change quickly. Make a minimum periodization, for example, at least 2-3 years in the position so that the role and duties can be more optimal. Encourage through policies that officers who manage social media accounts are responsible for carrying out their duties. Provide rewards for those who perform well and punishments for those who perform poorly.

Role Definitions. Role definitions are clear descriptions of roles and the division of roles in a clear, precise, and definite manner. In this context, regional leaders must do several things, namely, building an organization or structure that supports the acceleration of digital culture and determining straightforward main tasks and functions of units specifically assigned to accelerate the digital culture of the bureaucracy. Structurally, each OPD needs to be supported by a reliable IT (Information & Technology) team. This IT team is tasked with creating the use of communication and information technology in organizational functions and conducting literacy to employees. The IT team becomes the center of information, literacy, and the accelerator of digitalization in each unit. Collaboration, of course, also needs to be established with external parties relevant to developing digital culture



(Interview with informant ID 3, April 13, 2022). The IT team cannot work alone. Internally, it is still necessary to collaborate with everyone in each unit. Therefore, every person or employee is attached to the responsibility of digital capabilities. It is necessary because each unit has a service digitization function. It needs to be emphasized in the provisions of not only the structure but the main tasks and functions that are clearly stated.

**Role Models.** Role models are leaders at the forefront of implementing a digital culture and being at the forefront of using and encouraging the digitalization process. It is manifested not only in words but also in tangible actions (Interview with informant ID 3, April 16, 2022). In addition, leaders also set the best example and identify (or hire) people who epitomize key behaviors and promote them throughout the organization.

Some of the things that can be done concerning these role models are: (a) Leaders must have high digital literacy. It is evidenced by ownership and activeness in social media. Actively involve themselves in communication media owned by the local government. (b) Leaders actively participate in communication through social media. Not only being an observer but also addressing and responding to public concerns. Deliver opinions and responses to public complaints and aspirations conveyed through social media. Leaders have official accounts and are managed professionally and proportionally, even if necessary.

**Networks.** Networks are government employees participating in informal networking activities, such as clubs and social groups, to spread the word. It is necessary to build a networking culture in the digital world. All employees become government mouthpieces. The paradigm has been changed a bit because it seems that only public relations is the government's mouthpiece. It is time for all employees to be active in digital media. Reinforcing formal messages delivered by public relations. Even naturally, if necessary, engage in intense interactions with the public (Interview with informant ID 3, April 27, 2022). Straighten out things that are wrong from the public's view—of course, supported by valid data. Not just participating in *nimrung* to show closeness to the public but to enlighten the public. It is needed to build intelligence in digital public discussions.

In summary, from the point of view of the strategies, several approaches have been implemented in order to build a preferable digital culture and enhanced quality of public services in the region. Enforcing an adequate leader policy, redefining the roles of the structured officials appropriate to its functions, setting up prolific role models for the public, as well as building a fundamental network has been the main strategies to resolve the intended objectives.

## 5. Conclusion

After observing the results of the analysis, it is come to the knowledge that the digital culture of Bandung city is quite stable and matured. Most of the citizen realizes that using social media as a government communication channel is important. The urge to understand and utilize digital communication channels is also quite high and significant. The level of digital knowledge among the citizens with regards to the importance communication channels is considered literate. Furthermore, the public desire to use social media to convey complaints and aspirations is proven to be efficient methods. The maturity of people's digital culture is not directly proportional to their tendency to follow official Bandung city government accounts. Even though, the interaction conducted in the government's digital communication channels is still limited to the formalities. The study also identifies that there is an urgent need for prompt feedback on the substance of complaints or aspirations. The findings of this study indicate that the change on public digital culture is a challenge that need to be addressed since it provides great opportunities to the government to provide a strategically more effective service. A proper and current public service management has become a key of unlocking a preferable and well accepted approach towards increasing public participation in Bandung City.

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