

Technology-Based Change Management: The Potential of Social Media in Public Sector Transformation

Manajemen Perubahan Berbasis Teknologi: Potensi Media Sosial Dalam Transformasi Sektor Publik

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Abstract

This research examines the utilization of social media by Regional Government Organizations (Organisasi Perangkat Daerah, OPD) in the City of Kupang, focusing on its potential to enhance transparency, accountability, and public participation in governance processes. Adopting a qualitative approach through an embedded single-case study design, the study aims to provide a comprehensive understanding of the challenges and opportunities associated with the integration of social media in public administration. Data were gathered through interviews, document analysis, and direct observation, with the analysis involving categorization, interpretation, and inductive reasoning. The findings suggest that although social media offers significant opportunities for improving public engagement and facilitating real-time communication, its implementation faces considerable obstacles. These challenges include organizational resistance, inadequate digital competencies among staff, and the absence of a well-defined strategy. The study underscores the critical role of strategic change management, emphasizing continuous capacity building, transformational leadership, and a robust communication framework to effectively address these challenges. This research contributes to the growing body of knowledge on the role of social media in modernizing local governance and highlights the importance of aligning organizational culture to foster technological innovation. By addressing the knowledge gap regarding digital transformation in regional bureaucracies, the findings offer practical insights for policymakers and provide a foundation for future comparative studies across different regions.

Keywords: change management; public governance; social media.

Abstrak

Penelitian ini mengkaji pemanfaatan media sosial oleh Organisasi Perangkat Daerah (OPD) di Kota Kupang, dengan fokus pada potensinya untuk meningkatkan transparansi, akuntabilitas, dan partisipasi publik dalam tata kelola pemerintahan. Penelitian ini menggunakan pendekatan kualitatif dengan desain studi kasus tunggal

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embedded untuk memperoleh pemahaman yang komprehensif mengenai tantangan dan peluang adopsi media sosial dalam administrasi publik. Pengumpulan data dilakukan melalui wawancara, analisis dokumen, dan observasi, dengan analisis data melibatkan kategorisasi, interpretasi, dan penalaran induktif. Temuan menunjukkan bahwa meskipun media sosial menawarkan peluang besar untuk meningkatkan keterlibatan publik dan komunikasi secara real-time, implementasinya menghadapi tantangan signifikan, termasuk resistensi organisasi, keterbatasan keterampilan digital pegawai, dan ketiadaan strategi yang terstruktur. Penelitian ini menyoroti pentingnya manajemen perubahan strategis yang mencakup pengembangan kapasitas berkelanjutan, kepemimpinan transformasional, dan kerangka komunikasi yang lebih baik untuk mengatasi hambatan tersebut. Studi ini memberikan kontribusi pada pemahaman peran media sosial dalam memodernisasi tata kelola lokal dan menekankan pentingnya adaptasi budaya organisasi untuk mendukung inovasi teknologi. Dengan menjembatani kesenjangan pengetahuan terkait transformasi digital dalam birokrasi daerah, temuan ini memberikan implikasi praktis bagi pembuat kebijakan dan menjadi referensi bagi studi komparatif lebih lanjut di wilayah lain.

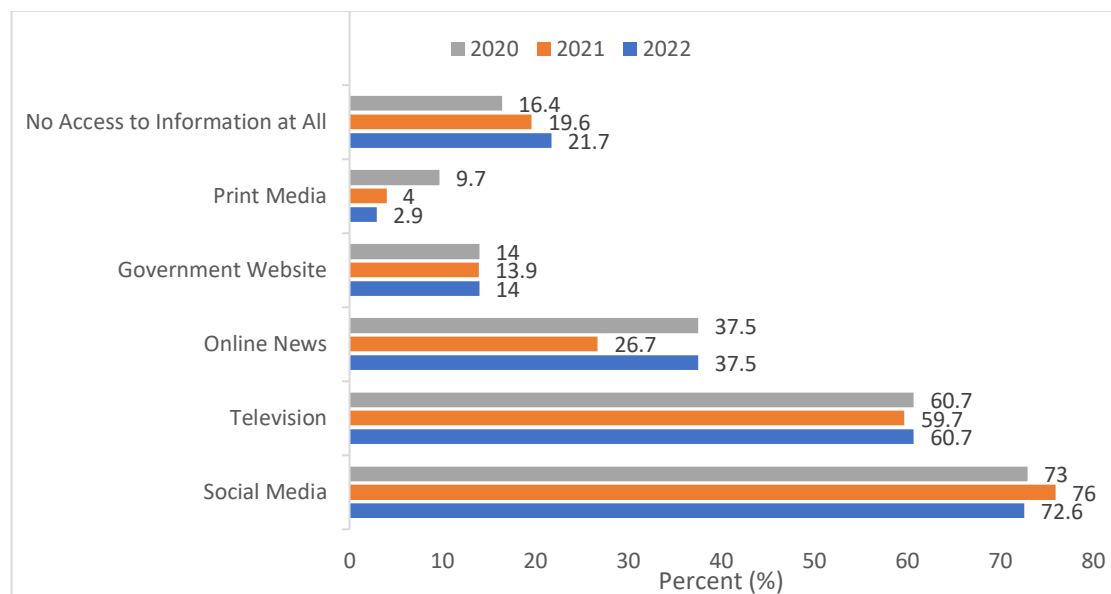
Kata kunci: manajemen perubahan; tata kelola publik; media sosial.

Introduction

The advancement of digital technology has brought significant changes to various aspects of life, including governance. This transformation is increasingly evident with the emergence of social media as a communication tool that reshapes how governments interact with the public. Social media offers opportunities to enhance transparency, efficiency, and public engagement in governance (Arshad & Khurram, 2020; Criado & Villodre, 2021). With its interactive nature, platforms such as Facebook, Instagram, and Twitter allow governments to directly reach citizens, provide rapid access to information, and receive feedback and complaints in real-time (Harode-Rosario et al., 2018). Social media thus creates a foundation for achieving governance that is more participatory and responsive to public needs.

The use of social media in Indonesia has gained significant relevance due to the widespread penetration of digital technology across the population. According to a report by wearesocial.com (2023), there are 139 million active social media users in Indonesia, highlighting the extensive adoption of digital technology at various societal levels. Furthermore, the Digital Literacy Index survey conducted by the Ministry of Communication and Informatics (Kominfo) in 2023 reveals that social media is the most accessed source of information by the public between 2020 and 2023. This

underscores the pivotal role of social media in providing access to information and shaping public consumption patterns. Given the extensive use of social media, it has become a strategic communication tool for both central and local governments. These governments can utilize social media to strengthen their engagement with citizens, improve transparency, and promote public participation in various developmental programs and policy initiatives.



Graph 1. Sources of Information Acquisition
Source: Kementerian Komunikasi dan Informatika, (2022)

As shown in Graph 1, social media emerges as the predominant source of information for Indonesians, with 72.6% of users depending on it. This marks a notable shift from traditional media, such as television, which now ranks second at 60%. Other digital platforms, such as online news, represent only 27.5%, while government websites attract a mere 14%, highlighting challenges in making official platforms more appealing. Print media has seen a significant decline, with only 4% of users, reflecting its diminishing relevance in the digital age. These statistics emphasize the urgent need for the government to strategically harness social media in order to engage citizens and enhance public participation.

The implementation of social media at various levels of government has shown considerable potential in improving transparency and accountability, both of which are

fundamental to the principles of good governance (Wukich, 2021). Prior research highlights the pivotal role of social media in promoting innovation within the public sector. Gálvez-Rodríguez et al. (2018) assert that social media can serve as a platform for fostering greater citizen engagement in governmental decision-making by providing spaces for more open dialogue. Loukis et al. (2016) stress that social media facilitates "citizen-sourcing," wherein citizens directly contribute to the formulation of policies and solutions to social issues. Additionally, Sung and Kim (2021) and Criado and Villodre (2018) further emphasize that social media can act as a tool for promoting collaborative innovation, linking various actors, including government, citizens, and the private sector, in the development of public services. Nevertheless, the adoption of social media by governments faces substantial challenges, ranging from technical limitations to organizational cultural resistance. These studies highlight the need for clear strategies and effective change management to ensure the successful integration of social media into public administrations.

The importance of change management in public sector innovation is rooted in the concept of organizational adaptation to dynamic environments. Successful organizational change requires strategic steps, including creating a sense of urgency, building strong coalitions, and developing a clear vision (Lomoschitz & Stummer, 2022). Additionally, Santos et al. (2023), and Yang et al. (2018) assert that organizations must overcome "defensive routines" or behavioral patterns that hinder learning and innovation. In the context of public bureaucracy, change management is essential to address resistance to new technologies like social media, transform conservative mindsets, and foster a culture that supports innovation. This is particularly relevant for understanding how bureaucracies can leverage social media as a tool for transformation in a structured and sustainable manner.

Public sector innovation has emerged as a strategic imperative to improve governance, service quality, and citizen participation, especially in developing countries. In Indonesia's decentralized governance system, local governments are increasingly encouraged to initiate and sustain innovations aligned with local needs and capacities (Pradana et al., 2022; Wukich, 2021a). Although numerous studies have examined the initiation phase of innovation, there remains a significant gap in

understanding the conditions that influence the sustainability and institutionalization of innovation, particularly at the subnational level. Public sector innovation is shaped not only by leadership and institutional capacity but also by the extent to which it is decoupled from political cycles and embedded in organizational routines through effective change management.

In the context of local government, the City of Kupang serves as an example of how social media is being utilized as a public communication tool by Regional Government Organizations (Organisasi Perangkat Daerah, OPD). Several OPDs, such as the Department of Communication and Informatics (Diskominfo) and the Department of Population and Civil Registration (Disdukcapil), have managed official social media accounts to disseminate information about policies, programs, and public services. Additionally, social media is used as a platform to receive and respond to public aspirations. These initiatives reflect the efforts of the Kupang city government to enhance information transparency and improve the quality of public services through digital approaches. Moreover, the Mayor of Kupang has instructed each OPD to maintain active social media accounts to expand communication outreach with the public.

Kupang, as the capital of East Nusa Tenggara Province, presents a unique context for exploring technology-driven changes in the public sector. Compared to cities in western Indonesia, Kupang faces challenges such as limited digital infrastructure, varying levels of digital literacy, and fluctuating political commitment to innovation (Pradana et al., 2022). This study contributes to the growing discourse on public innovation by exploring how social media, as a cost-effective and scalable technology, can facilitate change management and support the sustainability of innovation within local bureaucracies. By focusing on Kupang, the study provides empirical insights into how digital platforms can bridge institutional gaps, foster public participation, and protect innovations from political disruptions. Referencing the works of Pradana et al., (2022, 2023), this research positions Kupang as a critical case study to examine the interplay between digital communication strategies and innovation institutionalization in resource-constrained settings.

Despite these commendable efforts, the implementation of social media in Kupang's OPDs still faces significant challenges. One of the main obstacles is the low level of public engagement with published content. Limited digital skills among social media managers also act as a barrier, as slow responses to public complaints or inquiries often erode public trust in the government. Another critical challenge is the hierarchical organizational culture, which frequently delays decision-making processes and innovation. Furthermore, the lack of digital infrastructure support and insufficient leadership commitment to promoting digital transformation complicates efforts to adopt social media within regional bureaucracies.

The aim of this study is to analyze the level of social media adoption in Kupang's OPDs, identify the primary obstacles to its utilization, and propose strategies to overcome these challenges. This research focuses on how social media can be used as a tool to enhance transparency, efficiency, and public participation in public services. By adopting a change management approach, this study aims to provide strategic recommendations that can assist Kupang's OPDs in improving the effectiveness of social media as a governance tool.

The analytical framework employed in this study is the change management approach. This approach is relevant as it encompasses strategic steps involving the strengthening of human resource capacities, visionary leadership support, and improvements to organizational communication systems. Through this approach, the research is expected to provide theoretical and practical contributions in developing a social media-based governance model that is not only relevant to Kupang but also adaptable by other local governments in Indonesia. By understanding the dynamics of existing challenges, this study seeks to drive bureaucratic transformation towards governance that is more adaptive, inclusive, and sustainable.

Methods

This study employs a qualitative approach using a case study research method. The case study method is chosen as it allows the researcher to comprehensively and thoroughly understand the phenomenon under investigation, thereby contributing significantly to the understanding of the phenomenon studied (Creswell & Creswell, 2018). The research design adopted is an embedded single-case design (Yin, K., 2014),

with the selected units of analysis being the Diskominfo and the Disdukcapil of Kupang City. These two agencies were selected based on the consideration that Diskominfo is primarily responsible for managing information technology, while Disdukcapil is directly involved in service delivery to the public. Kupang City was selected as the study site due to its status as a representative municipality in Eastern Indonesia that has demonstrated innovative responses despite limited resources and technological infrastructure (Pradana et al., 2022, 2023). This selection enables a deeper understanding of innovation sustainability under capacity-constrained conditions and provides contrast to innovation studies in urban or resource-rich settings.

Data for this study were collected using three main techniques: interviews, document analysis, and observation. Interviews were conducted to gather primary data from relevant informants, including officials and staff of Diskominfo and Disdukcapil. The interviews yielded in-depth qualitative verbatim data concerning the use of social media in these two agencies. Document analysis was employed to strengthen the primary data by analyzing policies, reports, and official documents relevant to the utilization of social media by Diskominfo and Disdukcapil. Additionally, observations were conducted to gather supplementary data on the implementation of social media in the field. Observations included monitoring the interactions of the official social media accounts of both agencies with the public, as well as the communication patterns employed.

Data analysis in this study was conducted in three main stages. The first stage was categorization, wherein the data collected through interviews, document analysis, and observations were systematically categorized based on themes relevant to the research objectives. This process involved recording and grouping data into appropriate categories, such as the use of social media, challenges encountered, and change management efforts. The second stage was data interpretation, where the categorized data were analyzed to derive meaning and identify relevant patterns or relationships. Interpretation was carried out to provide an in-depth understanding of the phenomenon under study, particularly in the context of change management in the use of social media. The third stage was inductive reasoning, in which conclusions were drawn from

specific data. This process involved observing specific occurrences identified during the study, which were then synthesized into conclusions regarding the use of social media by the bureaucracy in Kupang City.

Results and Discussion

Social Media as an Innovation Tool

Social media has emerged as a key catalyst in supporting the transformation of the public sector, particularly in facilitating innovation. The government of Kupang City has begun leveraging social media as an innovation tool, primarily to enhance public engagement, gather insights, and foster collaboration in policymaking. OPD in Kupang utilize various social media platforms such as Facebook and Instagram to disseminate information to the public. Research indicates that at least 8 active social media accounts are managed by local OPDs. The table below provides information on these active social media accounts.

Tabel 1. Social Media Account of Kupang City OPDs

Name of Account	Platform Social Media	Managing Agency	Followers
@Pemkotkupang	Instagram	Diskominfo	4.814
Pemerintah Kota Kupang	Facebook	Diskominfo	4.800
@diskominfokotakupang	Instagram	Diskominfo	3.457
Prokompim Setda Kota Kupang	Facebook	Regional Secretariat	2.700
Dinas Kominfo KotaKupang	Facebook	Diskominfo	2.500
Disdukcapil Kota Kupang	Facebook	Disdukcapil	2.500
@prokompimkotakupang	Instagram	Regional Secretariat	1.373
@dukcapil_kota_kupang	Instagram	Disdukcapil	363

Source: Results of the data analysis, 2024

Although several Regional Government Organizations (OPDs) in Kupang City have institutionally adopted official social media accounts, public engagement remains relatively limited. For instance, the Instagram account @dukcapil_kota_kupang has only 363 followers, while the central account @Pemkotkupang has yet to surpass 5,000

followers. These figures are disproportionate to the city's population size and its level of digital penetration, indicating a significant gap between the availability of digital platforms and the actual public reach. The low number of followers suggests that the disseminated content has not succeeded in capturing attention or building meaningful connections with the intended audience (Dudo & Besley, 2016; Lo Presti & Marino, 2020). This reflects not only the limited spread of information but also the suboptimal effectiveness of communication efforts in fostering sustained public engagement.

Furthermore, the minimal interaction—such as likes, shares, comments, or direct feedback—reinforces the notion that OPD-managed accounts have yet to be fully utilized as two-way communication tools. Social media platforms are not merely one-way broadcasting tools; they require dialogic and responsive engagement to build trust and encourage public participation (Kent & Taylor, 2021; Men et al., 2018). The available data show that while OPDs regularly publish content, they often fail to foster dynamic exchanges with citizens. This condition aligns with the findings of various studies which emphasize that, without structured content planning and responsive strategies, government social media initiatives risk becoming merely symbolic rather than transformative. Thus, social media engagement in this context serves not only as a technical performance indicator but also as a diagnostic tool revealing deeper organizational and strategic challenges that must be addressed to achieve meaningful digital governance reform (McCarthy et al., 2023).

The use of social media by the government is driven by several key factors. First, social media enables the rapid, wide-reaching, and efficient dissemination of information, allowing it to reach diverse audiences. This aligns with findings by Gatewood et al., (2020), which state that the increasing number of internet users worldwide has facilitated access to information that was previously difficult to obtain through traditional means, while social media has transformed the nature and speed of interactions between individuals and organizations. Second, social media creates an inclusive dialogue space where citizens can actively provide input on public policies (Lin & Kant, 2021). This aligns with the principles of transparency under Law No. 14 of 2008 on Public Information Disclosure, which stipulates that public bodies must

provide information: 1) periodically, 2) immediately, and 3) at any time. This regulation mandates the government to provide easy and accessible information to the public, making social media a relevant and strategic medium.

Social media allows governments to engage citizens directly in decision-making processes. For instance, the concept of "citizen-sourcing" is employed to gather ideas and feedback from the public regarding public policies. Through social media, OPDs can harness the collective intelligence of citizens to identify local problems and collaboratively develop creative solutions. Studies show that the use of social media can enhance governmental transparency and accountability. Information routinely shared on digital platforms provides citizens with opportunities to give feedback, thereby fostering more open dialogues between the government and the public. In the context of Kupang, this approach can be implemented to improve citizen participation in various development projects.

Although social media has been utilized by OPDs in Kupang City as a communication channel, its use remains suboptimal. This is evident from the low number of followers on several official OPD accounts. A small follower base on these social media accounts is the first indicator that the content uploaded by OPDs lacks appeal to the public. However, social media holds significant potential to reach broader and more diverse audiences, particularly in providing public information, receiving feedback, and addressing public complaints.

One factor influencing the low appeal of content is the lack of innovation in presenting information. Many social media accounts managed by OPDs in Kupang City tend to display formal and administrative content without considering the creativity needed to make it more engaging and easily understood by the public. For example, if OPDs only monotonously upload announcements or activity reports without adding visually appealing elements or using accessible language, the public is less likely to follow these accounts. Consequently, the shared content fails to reach a wider audience and does not maximize the function of social media as an effective communication tool.

In addition to unappealing content, another common issue is the slow response to complaints or feedback submitted by the public via social media. A prompt and appropriate response is one of the main factors expected by the public when using social

media as a communication channel with the government. When citizens submit complaints or provide input, they expect OPDs to respond quickly with clear answers or follow-up actions. However, in practice, responses are often delayed, and in some cases, no response is given at all. This naturally diminishes public trust in OPDs, as citizens feel their voices are not heard or are ignored.

The slow response can also be attributed to various factors, such as limited human resources managing social media accounts or insufficient training for personnel in charge. Without a clear understanding of the urgency and effective communication strategies on social media, personnel may overlook the importance of providing timely and accurate responses. Yet one of the primary objectives of using social media by OPDs is to build better and more transparent relationships with the public. Therefore, it is crucial for OPDs to evaluate and improve their social media account management systems to deliver better services to the public and enhance the effectiveness of communication between the government and its citizens.

While social media offers numerous benefits for OPDs in Kupang City, several challenges must be addressed to optimize its use. Enhancing content appeal and accelerating responses to public complaints are two key aspects that need serious attention to maximize the utilization of social media as a communication tool between the government and the public.

Challenges in the Bureaucratic System

The use of social media within bureaucratic systems faces various challenges that must be addressed to achieve the desired level of effectiveness. In Kupang City, several key barriers to utilizing social media have been identified, including hierarchical and rigid bureaucratic structures, a lack of structured strategies, and insufficient training for social media account managers within OPD. These three challenges are interconnected and significantly impact the effectiveness of social media use in the public sector.

A hierarchical and rigid bureaucracy poses a major obstacle to the use of social media in Kupang City. The vertically structured bureaucratic system requires decisions

to pass through multiple layers of approval. Consequently, responses to public needs are often delayed, even though social media offers the convenience of fast and direct communication. Bureaucracies characterized by hierarchical structures are often slow to adopt new technologies due to their reliance on lengthy formal processes (Ashok et al., 2021; Duryan & Smyth, 2019). This creates a gap between the real-time information-sharing capability of social media and the bureaucracy's ability to respond with comparable speed. For instance, complaints submitted by the public via social media are often not promptly addressed because they must await higher-level managerial approval. This situation not only reduces the effectiveness of social media as a governmental communication channel but also diminishes public trust in the government's ability to provide responsive and transparent services.

Beyond structural barriers, the lack of a structured strategy for leveraging social media also presents a significant challenge. Many OPDs in Kupang City lack clear policies or operational guidelines for managing social media. Without an organized strategy, social media usage often becomes sporadic and uncoordinated. This is evident in the inconsistent frequency of postings and the variability of content shared with the public. Clear policies are essential to ensure that social media can be optimally utilized as a public communication tool (Banghart et al., 2018; Bloom et al., 2019; Maal & Wilson-North, 2019). Such inconsistency results in the dissemination of information that is often irrelevant or fails to meet public needs. As a result, citizens lose interest in participating in discussions or providing input through these platforms. Furthermore, without a structured strategy, the potential of social media to enhance transparency and public participation remains limited. Integrating social media into a broader communication policy represents a significant challenge that must be addressed promptly to ensure consistency and effectiveness.

The lack of training for social media account managers within OPDs exacerbates existing challenges. Employees assigned to manage social media accounts often lack the necessary technical and creative competencies to produce engaging and informative content. This issue is compounded by the limited allocation of resources to support staff capacity-building. Training and skill development are critical to enhancing the effectiveness of social media management (Birdi, 2021; Palm, 2020; Promsiri et al.,

2022). Without adequate training, social media managers tend to focus on routine postings without considering the quality or relevance of the content to public needs. For instance, some OPD social media accounts in Kupang City exhibit low engagement levels due to unappealing or non-informative content. Additionally, the lack of training hampers account managers' ability to utilize analytical tools available on social media platforms to evaluate the effectiveness of their communication efforts.

These three challenges collectively exacerbate the negative impact on the use of social media in the public sector. Hierarchical bureaucratic structures slow down responsiveness, the lack of structured strategies hinders coordination, and insufficient training diminishes the quality of communication. This combination of barriers not only limits social media's potential as an innovation tool but also worsens public perceptions of the quality of public services. In the context of Kupang City, these challenges must be prioritized to ensure that social media can be effectively utilized as a communication and innovation tool within bureaucracy. An integrated and comprehensive approach to addressing these barriers will create opportunities for the government to strengthen its relationship with citizens through adaptive and responsive digital platforms.

Change Management and Strategic Considerations

In the context of public sector transformation, change management is a critical aspect to ensure the successful integration of social media into bureaucracy. In Kupang City, social media holds great potential to enhance transparency, accountability, and public participation. However, its implementation requires a structured and strategic approach, given the various challenges faced by public bureaucracy. This transformation demands changes in mindset, work patterns, and organizational management to adapt to an increasingly complex digital environment.

Change management is a process designed to help organizations adapt to environmental changes while achieving their strategic goals (Pismennaya & Tochalnaya, 2023). In the case of Kupang City's bureaucracy, one of the most significant challenges is resistance to change. Rigid hierarchical structures often serve as major obstacles to adopting new technologies such as social media. Studies indicate

that public sector organizations tend to be slow in managing change, primarily due to organizational cultures that are less innovative and resistant to risk.

To overcome this resistance, support from visionary leadership is crucial. Leaders not only serve as decision-makers but also as motivators capable of driving cultural change within organizations (Villaluz & Hechanova, 2019). Innovative leaders can guide employees to understand how social media can enhance work efficiency and foster closer government-citizen relationships. Effective communication and the participation of all stakeholders are vital in ensuring the success of the change process.

Visionary leadership plays a pivotal role in creating a clear vision and directing all organizational elements to support the change. Visionary leaders not only set directions but also inspire employees to actively participate in the transformation process (Sung & Kim, 2021; Zheng et al., 2019). The success of change management often depends on the extent to which leaders can identify challenges and opportunities and effectively allocate organizational resources. In this context, leaders in Kupang City must take a strategic role in facilitating cross-departmental dialogue to ensure coordinated social media implementation.

Moreover, a data-driven approach is a crucial element of innovative governance models. Social media generates vast amounts of data that can be utilized to understand public interaction patterns, identify key issues, and design more effective solutions (Jimenez-Marquez et al., 2019). The Kupang City government can leverage this data to develop better and more responsive communication strategies. A data-driven approach not only improves efficiency but also strengthens evidence-based decision-making (Ghermandi & Sinclair, 2019). For example, social media analytics can be used to measure public sentiment toward specific policies, enabling the government to adjust its strategies to align with public needs.

The development of human resource capacity is also a critical element in this model. Employees tasked with managing social media must be trained in technical and creative skills, such as creating engaging content, managing digital platforms, and analyzing data (Chen et al., 2021; Marchand et al., 2021; Muninger et al., 2019). These training programs should be designed on a continuous basis to ensure employees stay updated with evolving technologies and communication trends. Additionally, capacity

However, this study highlights important nuances that distinguish it from (Roengtam et al., 2017). While their research points to the absence of legal frameworks, lack of institutional incentives, and organizational resistance to transparency as key barriers, this study reveals that the lack of proactive content strategy and digital communication management is a primary limitation in the Kupang context. Therefore, the contribution of this article lies in emphasizing that the effectiveness of social media use by local governments is not determined solely by structural or legal factors, but also by their digital communication capacity—specifically, the ability to construct narratives, respond to audiences, and build sustained patterns of interaction through social platforms.

An innovative governance model that incorporates visionary leadership, data-driven approaches, human resource capacity development, and continuous monitoring provides a clear framework for managing change in the public sector. By ensuring that every element of this model is well-integrated, Kupang City's bureaucracy can effectively utilize social media to enhance transparency, accountability, and public participation. This transformation will not only strengthen the relationship between the government and citizens but also create governance that is more adaptive and responsive to the needs of the times.

Conclusion

This study demonstrates that digital transformation within the public sector necessitates a strategic change management approach to overcome resistance and foster a work environment that is conducive to technological innovation. Key efforts include continuous digital skills training, support from visionary leadership, and enhancements in organizational communication mechanisms. The findings of this research bridge the gap in knowledge regarding the adoption of social media in the context of regional bureaucracy in Indonesia, while simultaneously reinforcing organizational change theories that underscore the importance of flexibility and adaptability in managing technological dynamics.

Moreover, the study emphasizes that the success of digital transformation is contingent upon the commitment of organizational leadership and the active

engagement of all members within the organization. Shifting the organizational culture to become more flexible and adaptive is crucial for transforming resistance into innovation, thereby positively influencing public service delivery. As such, the use of social media in Regional Public Service Organizations (OPDs) goes beyond mere technology adoption and involves a transformation in how the government serves and interacts with the public.

The implications of this study are not only pertinent to Kupang City but also to other local governments confronting similar challenges. The practical insights provided can guide the development of scalable governance models that incorporate digital communication strategies as a core element of public sector reform. By illustrating how social media can be systematically integrated into bureaucratic routines, this study contributes to a broader understanding of adaptive governance and offers a replicable approach for other regions seeking to modernize their administrative practices.

Although this research is limited in scope to qualitative methods and specific data access, its findings lay the groundwork for future studies that may employ quantitative analyses or comparative cross-regional studies. Such research could expand insights into the effectiveness of social media in supporting public governance in Indonesia and offer practical recommendations for governments to maximize the potential of social media as a modern and inclusive governance tool.

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Authors' Contributions

All authors have contributed to the final manuscript. The contribution of all authors: conceptualization, methodology, formal analysis, writing original draft preparation, writing review and editing. All authors have read and agreed to the published version of the manuscript.

Conflict of Interest

All authors have no conflict of interest related to this study.

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