GOVERNMENT 2.0: GOVERNMENT-CITIZEN ENGAGEMENT THROUGH SOCIAL MEDIA IN PAKISTAN

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ABSTRACT

This study aims to analyze how the Pakistani public engages with e-government, particularly at the local government level. The research focuses on the social media tools utilized by selected institutions, their social media management practices, institutional policies, and the impact of their initiatives. The study highlights the limited responsiveness of Pakistanis towards e-government adoption. The study shows that Pakistani government institutions are increasingly using social media platforms to engage with the public, establish connections, and receive feedback. However, certain departments need to transition to online platforms, necessitating more digital integration. Government social media administrators include CEOs, regional directors, information officers, and media officers, highlighting the complexity of public sector social media management. The study indicates that numerous social media management departments use data to highlight teamwork but have fewer senior female officers. The most commonly used social media platforms by government agencies are Facebook, official websites, and WhatsApp. Meeting citizens' expectations requires addressing issues, responding to queries, and maximizing the potential of social media. However, despite the popularity of social media, residents still prefer contacting government entities by phone and in person. Therefore, the study emphasizes the importance of clear social media policies for government bodies. The study underscores the need for government institutions to adapt their social media strategies based on public preferences. The report suggests that standard operating procedures (SOPs), varied social media teams, and explicit government social media laws can help improve the situation. The study provides a reliable framework for future research and legislation on government-citizen social media engagement, although it primarily reflects government officials' viewpoints.

Keywords: social media, government-citizen engagement, e-governance, government 2.0

1. INTRODUCTION

Today, social media is the primary form of communication and engagement at all levels of society, regardless of whether it is private or public sphere. To stay in business, the business sector, private organizations, and governments must employ these technologies for efficient and successful working (Shark, 2010b). Governments are also increasingly utilizing these channels of

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communication and interaction for good governance (McLeans & Tawfik, 2003). They use these channels to develop trust-based relationships and improve public service, which helps rebuild trust in government. They also act as information and data generation tools. In general, the usage of social media is intended to improve governance and aid in the efficient use of public resources.

The purpose of this research is to examine the success of e-government, particularly at local government organizations, in terms of citizen participation in Pakistan. With the goal of examining the broader experiences of social media use among the selected institutions in terms of social media tool selection, types of social media management across the organization, institutional policies and practices regarding social media usage, and monitoring and measuring the impacts. The purpose of this study is to analyze the issues connected with citizens' low response to the adoption of e-government in Pakistan.

The success of e-government initiatives is greatly affected by social media. The government's use of social media should be characterized by the ability to make the most of strengths, minimize the impact of weaknesses, and stay safe from threats. The study is significant in furthering understanding of the use of social media as a tool for good governance. This study will provide empirical and authentic information to local government organizations to help them discover and implement best practices in order to boost citizen participation and transparency. The study's findings will assist authorities in planning and policy creation for efficient and cost-effective public service delivery and resource utilization to foster trust-based relationships with residents.

E-government is deemed as the most effective and efficient way to adapting to the demands of information societies and modernizing and reforming governance (McLeans & Tawfik, 2003). To become a modern democratic and fair society, reliable and trustworthy public e-services are essential (Pinder, 2004). E-Government refers to the usage of Information and Communication technologies (ICT) for the delivery of public services. An e-service is software that is used by the government to automate a specific administrative process fully or partially. This process can be initiated by citizen on request (Gorden, 2002). E-Government services are supposed to be available to all citizens and easy to use. In developing citizen centric, seamless, responsive e-government services interaction between public and services is crucial which is possible through social media (Hafstrom & Hofbauer, 2004). Therefore, the e-services which have social media presence encourage citizen participation. Social media can increase public interest in e-government, but proper government control is crucial to minimize disadvantages and maximize advantages (Arief, Suyuti, & Khairan, 2022).

### Social media and governance

Governments utilize social media heavily to shape public relations tactics and influence press coverage (Lee, 2012; Nabatchi & Mergel, 2010). Information and communication technologies (ICTs) and social media help promote inclusivity by allowing institutions to communicate in real time, exchange data, and instantly receive stakeholder feedback (Ruano, 2022). Positive coverage in the media is a result of responsive and proactive engagement with the media. According to Liu, Horsley, and Yang (2012), a positive impression of the government on social media leads to increased trust, legitimacy, and improved overall image of the government. Governments should embrace new social media platforms to enhance their public relations and external connection with the public, as suggested by Lee, Neeley, and Stewart (2012). Reasons for this include the pervasive nature of social media in people's daily lives, the importance of communication in public administration, the role of communication in helping the government...
achieve its objectives and be accountable to the people, and the need for general managers to understand and utilize two-way communication considering new communication technologies.

Social media affords government institutions to engage in external networking with the citizens forming a “web of action”. O’Toole identifies five major functions that web of network serve for the organizations: information gathering, stimulating interest in in the organization, creating and availing opportunities, mustering support in times of pressure, and ‘negotiating’ with the other network members in policy endorsement and other efforts in the public service (O’Toole, 2010, p. 10). Studies also acknowledge that social networking through social media channels allows government to bring in “diverse partners” who may bolster government efforts by additional resources and by improving administrative capacity of public programs (Krueatheap, Riccucci, & Suwanmala, 2010, p. 158).

All kinds of interactions of the government officials and agencies with citizenry must have a perception of transparency. Government officials are perceived to be conducting administrative processes away from public view therefore, they are more susceptible to mistrust. The processes that are conducted transparently and fairly, especially online, create a sense of openness and dialogue developing a favorable view of government agencies (Kang & Gearhart, 2010). Additionally, for government operations approaching citizens through social media necessitate government workers to involvement directly with citizens and engage in “performance oriented dialogue” between administration and communities thus empowering citizens by enabling practice informed feedback (Holzer & Kim, 2008; Schorr & Stevens, 2011; Arnstein, 1969). Citizen engagement and participation through social media, therefore, shifts power from the policy experts, distant bureaucrats, and negligent politicians to the public (Campbell, 2005).

Social media and social networking sites such as Twitter, Facebook, and YouTube etc. are characterized by user driven content and forming social networks. Public administration experts see potential in these channels to engage public in government decision-making, public service delivery, and policy implementation (Mergel, 2013; Zavattaro & Sementelli, 2014). The ease of use, ability to voice their concerns and opinions, and to interact with public officials directly in real time generates an optimism towards advancing democratic and transparent administration these channels might advance (Bertot, Jaeger, & Grimes, 2010; Hand & Ching, 2011). These collaborative online spaces can enable more interactive, transparent, and trusting relationship between the community and government (Wachhaus, 2017; Ayanso & Moyers, 2012). But governments use social media to disseminate information and seldom engage in public dialogue (Gunawong, 2015; Hand & Ching, 2011). There is a growing critique that the benefits of social media in theory may not be as promising in practice. Many believe that instead of transforming government community relationships social media is rather reinforcing the power imbalance and reducing the quality of communication between the government and citizens (Piccorelli & Stivers, 2019).

Citizen engagement

The use of state-of-the-art information and communication technologies (ICT) is essential for the public and government to have two-way conversations. Social media is a participatory tool that can be used by both the public and government to collaborate on creating affordable and high-quality services. The effective use of ICT and social media in government results in better citizen participation, easier access to government data, and the co-production of high-quality services at a low cost (Bali, 2022). The success of social media in e-government depends on the level of public involvement or participation, as noted by S. Chun et al. (2012) and Chun and L. F. Luna Reyes
When governors use social media to inform, empathize, and instruct, it leads to greater public participation and compliance with advisories and stay-orders (Han and Baird, 2022).

When it comes to using e-government services, trust is a crucial factor. According to Nam (2016), trust in government organizations is influenced by mobile government transparency, which is positively impacted by social media influence and e-WOM, as noted by Hebbar and Kiran (2022). Grabner-Kräuter and Kaluscha (2003) distinguish between two kinds of trust in an information system: system trust and relationship trust. McLeod and Pippin (2009) refer to relational trust as the trust that exists between individuals inside the system. System trust is composed of three subsets: logic, privacy, and security. Alomari (2014) and Jaeger and Bertot (2010) state that openness and the ability to access public records are two of the most important aspects of government 2.0. Corruption reduction, decision dissemination, information accuracy and provision, end-user trust in government actions and information, and democratic engagement would all benefit from this. The concept of trust is significant in both developed and developing nations, although it is difficult to define comprehensively (Al-Shafi and Weerakkody 2010).

Papadakis (1999) categorizes trust in government into two primary forms: trust in relationships and confidence in institutions. There are several model trust characteristics that influence the likelihood of citizens using social media to communicate with the government, according to Mayer, Davis, and Schoorman (1995). The government's ability to design and execute electronic government services successfully and its considerate management of services for the benefit of inhabitants are examples of reliable citizen-government collaborations. Honesty, adherence to the highest standards of behavior, and truthfulness are additional characteristics of trustworthy government leaders.

The adversarial aspect of Web 2.0 introduces instability to trust relationships, which inhibits trust and prevents citizens from embracing it. Citizens use government 2.0 only for collaboration due to their cooperative nature, shunning e-government services whenever possible. However, Web 2.0 has the potential to foster significant trust links between the cooperative nature of state residents and government social network ecosystems. Coskunçay (2013) lists making a profile, sharing original material, and updating one's status as examples of social actions that take place in these settings. Trusting the service provider and the service model to implement these measures is crucial due to the privacy issues that may be involved. When more people use social media, it will boost the usage of e-government services by earning people's confidence (Alsaif, 2014).

Yang and Holzer (2005) and other relevant works (Holzer and Kim 2008, Kang and Gearhart 2010, Riccucci et al. 2004, Schorr and Stevens 2021, Krueathep, Riccucci and Suwanmala 2010, O'Toole 2010) inform this investigation of public management as it pertains to the relationships between the government and its citizens. According to the studies, public administration is a fusion of political and administrative spheres, which results in unique work settings and, at times, competing priorities. The function of government in connection to its inhabitants has long been considered central to the concept of governance. The public administration demands a more collaborative and participatory approach in light of the recent rapid advancements in information and communication technology and the rise of social media, which envision public administration in connection to individual citizens.

According to Yang and Holzer, the key to restoring public trust in democratic government is not in expanding political control but in collaborating with citizens. They suggest that officials should involve more people in performance measurement to earn their faith. The public's negative perception of government as ineffective and harmful is a significant cause of declining trust. When
people lose trust in the government, they are less likely to support government services and pay taxes. However, when they believe in their government, they are more inclined to invest money into public initiatives.

2. METHOD
This is a survey study to observe the practices of using social media, and the impacts of public service delivery and organizational transparency, using a purposive sample of six government departments from various regions of Pakistan. The study attempts to comprehensively answer the following research questions:

R1: In what ways do Pakistani government departments use social media platforms to encourage public engagement?
R2: How do citizens communicate with various government departments to participate in government initiatives?
R3: What is the extent and nature of the contact between the government and citizens in Pakistan?
R4: How can social media teams within diverse government organizations effectively supervise and facilitate citizen-government engagement?

Quantitative data was gathered through an online Google survey form distributed to department heads and officers overseeing social media management in diverse government organizations: Overseas Pakistanis Commission, Punjab Horticulture Authority, Agriculture Department, Directorate of Livestock Bahawalpur, Pakistan Railways Multan, and Federal Health Commission.

The questionnaire comprised 13 questions. Participants were purposively selected, meeting two criteria: a minimum of three months of social media work experience in government and a current decision-making role within their department.

3. DATA ANALYSIS & FINDINGS
Based on the collected data, it can be inferred that government organizations are making effective use of social media platforms to engage with their target audience. It is evident from the data that the majority of government departments have successfully shifted their operations to online platforms, ensuring online accessibility to each department within these organizations. However, a minority of departments are still lagging behind and have not made the transition to online platforms yet.

The social media managers of various government organizations have provided insights into the diverse range of responsibilities and backgrounds in this field. Attendees with backgrounds ranging from CEOs and regional heads to information officers, senior veterinarians, and social media officers were transparent about their roles. This diverse representation highlights the wide range of duties related to social media management in government institutions.

As the participants pointed out, social media management positions involve various responsibilities. These include monitoring public opinion on social media, maintaining a positive image of the organization, managing, and sharing information, assisting with capacity building, and raising awareness of health issues. This array of responsibilities emphasizes the importance of social media management in modern business communication and the complexity of this field.

Another exciting aspect is the varying levels of expertise among the participants, ranging from zero to three years or more. With such a diverse range of backgrounds, we can better understand the dynamics and contributions of government employees at different stages of their social media management journeys.
The participants represented a variety of government agencies, including the Federal Health Commission, Pakistan Railways, the Directorate of Livestock Bahawalpur, the Overseas Pakistanis Commission, the Punjab Horticulture Authority, the Agriculture Department, and Pakistan Railways.

According to essential data findings, an organization's online presence is primarily shaped and maintained by seasoned professionals such as the CEO and the Deputy Director of Information. The varied uses of social media in corporate communication are demonstrated by positions such as DG PHA and Regional Head, who strategically utilize it for public input, image promotion, and information sharing.

The most notable discovery from the data was the prevalence of female officers occupying crucial positions in social media management departments of government organizations. The fact that these officers can remain in their roles for an extended period indicates stability, which is a positive indicator for policy continuity, and they account for more than half of the posts.

The data indicates a complex and varied range of social media management practices among multiple government organizations. When analyzing the distribution of responsibilities, it becomes clear that different departments within these entities have specific roles in social media engagement.

The Administration Wing is responsible for creating and posting content on social media platforms. The Deputy Director acts as the Public Relations Officer (PRO) and manages responses to questions and comments. The PRO monitors and measures social media performance, demonstrating a clear division of responsibilities within this organizational segment.

In the Overseas Pakistanis Commission (OPC), the Information Wing is responsible for content creation and posting. There are designated individuals, like AD Complaints and DD Information, who handle responses to queries. The Information/Communication Section monitors and measures social media performance, demonstrating a coordinated effort in overseeing online activities.

On the other hand, the Planning & Development Board demonstrates a clear division of responsibilities into three parts. The section that deals with content creation and posting is the Information/Communication Section. The IT Section is responsible for responding to questions and comments. The Information/Communication Section also takes on the task of monitoring and measuring social media performance. The importance of integrating information management and technological expertise in optimizing social media strategies is highlighted by this collaborative approach.

The Operations Department's Manager Planning is responsible for content creation and posting. The department handles responses to queries, while the Senior Manager of Operations oversees the monitoring and measurement of social media performance.

The distribution of responsibilities is demonstrated by departments such as Animal Health/Artificial Insemination and Horticulture, Marketing, Development, and IT Wings. In the Livestock and Dairy Development department, the task of generating and publishing content is assigned to departmental heads. On the other hand, district and regional heads are responsible for addressing inquiries and comments. The decentralized structure highlights the varied contributions made at different levels of the organization.

In addition, the Railway Department engages its Public Relations Department in generating and publishing content. The Central Personnel Officer at HQ is responsible for addressing inquiries and feedback, while the Public Relations Department oversees and evaluates the performance of social media platforms.
The IT Wing of the Rawalpindi Waste Management Company (RWMC) is responsible for creating content, posting, and managing responses to questions and comments. Additionally, the IT Wing is in charge of monitoring and measuring the company's social media performance.

Within a larger framework, the Directorate General of Labour Welfare and its affiliated departments collaborate to collectively shoulder the tasks of content creation, posting, and responding to queries. The administrative department in the Labour & HR Secretariat is responsible for monitoring and evaluating social media performance.

Finally, the EME Wing assigns the task of content creation and posting to the EME Department. Doctors are responsible for handling questions and comments, while the Monitoring and Evaluation Wing in the Directorate oversees the monitoring and measurement of social media performance.

This overview highlights social media management practices' collaborative and department-specific nature in government organizations, emphasizing the importance of data-driven approaches. The distribution of responsibilities among these entities demonstrates their multifaceted approach to effectively navigating the ever-changing online communication and engagement landscape.

**Main Social Media Tools Utilized by Government Organizations**

The social media tools used most by the government organizations include Facebook, their own websites and WhatsApp in respective order. They also use photo and video sharing to communicate with citizens. Twitter is used comparatively less by them. The details of the social media tools used by government is displayed in figure 1.

**Stages of content creation, response, and monitoring**

The officials were asked to identify how each of the stages of content creation, response, and monitoring was conducted. Who is responsible for each stage functioning. It was found that content creation is the job of IT team in most of the departments. Four of the respondents replied to IT department. The remaining came up with different sections or departments ranging from public relation department to secretariat, planning section, department heads, and EME department and administration wing. For responding and monitoring the responses were even more diverse. No two departments were able to identify the same section for responding and monitoring.
Social Media Use in the Organization: Communication vs. Engagement

According to the survey results, social media's primary purpose is to encourage community communications. Media's primary objective is to promote community communication, as shown in Figure 2. The data reveal that a significant portion of participants, specifically 76.9%, consider social media to encourage communication and interaction within the community. This includes both sharing and receiving information. Conversely, a smaller proportion of individuals, specifically 23.1%, see social media as a way to disseminate information to the community.

Figure 1: Percentage of Social Media Tools Utilized by Government Organizations

Figure 2: Main Purpose of Social Media Use in the Organization: Communication vs. Engagement
Level of Engagement

Low engagement refers to the interaction with community predominantly about one way messaging. The department communicate citizens, information, provides updates and notices and not inviting or interested in their queries and feedback. Medium engagement refers to two-way communication between government and citizen. They inform them and allow them to give feedback. High engagement is the most desirable form of government citizen engagement in which citizens are allowed to make queries, give feedback on performance and to give their input on improving working and policy making. They are encouraged to become co-producer of content and involved in decision making process. It was found that most of the departments think that they have achieved high level of engagement with citizens (Figure 3).

![Government Citizen Engagement](chart.png)

*Figure 3: Percentage of Citizen Engagement Levels Across Government Departments*

Citizen’s engagement

Telephone call is the popular mean citizens use to reach the government departments (Figure 6). Next most used way is to go in person and have face-to-face interaction with the representative of the concerned department. Social media is also a preferred mean to more than a large majority of citizens. However, emails and letters turn out to be the least preferred mode to communicate with a government department.
Factors driving citizens’ utilization of government organizations’ social media platforms

With a mean of 3.31 and a standard deviation of 0.85, the data exhibits valuable insights into how citizens utilize the social media sites of government organizations. This average suggests a moderate amount of participation, which may reflect that people are making good use of social media for various reasons connected to their dealings with the state.

The research highlights, among other things, the variety of ways residents use social media, with a clear emphasis on two main activities: complaining and asking questions. This highlights the value of social media as a platform for people to voice their opinions and ask questions of government agencies (Figure 5).

The percentages linked to individual functions show heterogeneity in the frequency of use despite the modest involvement overall. The two most common actions are filing complaints (53.84%) and asking questions (46.15%). On the other hand, citizens use these features less frequently when it comes to accessing forms (38.16%), registering for events (23.17%), giving input on projects (15.38%), and resolving conflicts (6.69%).
Government entities seeking to improve their social media strategies can discover practical applications in these studies. The data points to the necessity of a deliberate effort to resolve public complaints and answer questions with correct information. Government organizations can improve their online presence and meet citizen expectations and demands by adjusting their social media strategies to these popular activities.

The moderate mean score also suggests that citizens are engaging with government organizations' social media, although not overwhelmingly. This opens the door for organizations to think about increasing the visibility of less-used features, such as event registration or project feedback, so they may reach more people and have a more significant impact through social media.

The data provides valuable insights into how individuals interact with government agencies through social media. Analyzing people's likes and dislikes could help organizations become more engaging, responsive, and effective with their social media initiatives. Regarding civic involvement, the participating authorities held similar views. While they acknowledged that there is still room for improvement, they all agreed that, as shown in Figure 6, at least one-third of the interactions between residents are collaborative in nature.

Figure 6: Insights into Public Interaction with Government on Social Media Platforms.

4. DISCUSSION

In the light of the data analysis and findings the study has been able to answer the research questions as follows.

R1: In what ways do Pakistani government departments use social media platforms to encourage public engagement?

The survey found that government officials actively engage with citizens through the Internet and social media. While 23% of communications are one-way announcements and status reports, the primary goal is to have a conversation. The government seeks citizen participation in decision-making, policymaking, and input to improve agency services and processes. The data shows that social media is being used by all government organizations, with nearly half fully embracing this new way of interacting with the public across most of their divisions. However, there are still many organizations that need to implement it. According to the survey, Facebook is the most popular platform for citizens to interact with the government, followed by official websites and WhatsApp. Text messaging is used even less frequently by government agencies.
R2: *How do citizens communicate with various government departments to participate in government initiatives?*

It is common for the public to approach various government agencies to file a formal complaint or inquiry. Another reason why people contact government websites is to download forms. However, it is surprising that only a tiny percentage of people use government websites to voice their opinions on active initiatives or settle disputes. This indicates that the public does not trust government agencies to consider their opinions and suggestions seriously.

On the other hand, citizens have demonstrated that they prefer to be contacted by officials via phone calls or personal visits. Social media is the third choice for most citizens to participate in. Writing letters is considered a challenging task, which may be due to the need for more education or financial resources. In Pakistan, a significant portion of the population struggles with reading, writing, or using basic technology. Cell phone or in-person communication is the only means of contact for such individuals. Moreover, since most still need internet access, their ability to read or use technology is irrelevant. As of 2021, only 27.5% of the population in urban areas has internet access.

R3: *What is the extent and nature of the contact between the government and citizens in Pakistan?*

Two main goals emerge from the statistics regarding people's use of social media: (1) getting information through inquiries and (2) resolving issues through complaint filing. Government agencies and organizations can utilize this information to inform their social media strategy development. Their audience will be better served if they prioritize responding to complaints and encouraging open communication for questions and comments. The results show that citizens were actively involved in over 50% of the interactions. Out of three engagements, just one is legitimate for a single session, according to the research. Citizens can readily access the appropriate government entities whenever they need to accomplish a certain aim. There is no change in the percentage of the population that uses social media to voice their opinions. Government officials assert, quite unexpectedly, that when communicating with the government online or through social media, two-thirds of the populace participate in extensive, collaborative discussions. They make a positive impact on decision-making by speaking up and providing suggestions.

R4: *How can social media teams within diverse government organizations effectively supervise and facilitate citizen-government engagement?*

The data showed that the government still needs to implement a standardized content generation, response, and monitoring system. Each team usually only completes some of the three stages. The group responsible for responding to citizens differs from those responsible for creating material. Also, the goals of monitoring and who is responsible for it could be more precise. No designated department or role is responsible for keeping tabs on the engagements. Each department has its unique three-step process, but they all relieve officials of responsibility for seeing the engagement through to a successful conclusion.

On top of that, people need help figuring out who to talk to about their inquiries. Based on the results, government agencies now utilize social media independently, without any overarching strategies or plans. Consequently, the report suggests that the government should establish explicit policies and standards for how all government organizations should use social media. In summary, the data implies that while citizens are moderately engaged with government organizations' social media, there are specific areas of emphasis and potential areas for improvement. Organizations
can use this information to refine their social media strategies and better meet the needs and expectations of citizens.

5. CONCLUSION

This study aims to analyze how the Pakistani public engages with e-government, particularly at the local government level. The research focuses on the social media tools utilized by selected institutions, their social media management practices, institutional policies, and the impact of their initiatives. The study highlights the limited responsiveness of Pakistanis towards e-government adoption.

The study shows that Pakistani government institutions are increasingly using social media platforms to engage with the public, establish connections, and receive feedback. However, certain departments need to transition to online platforms, necessitating more digital integration.

Government social media administrators include CEOs, regional directors, information officers, and colonial media officers, highlighting the complexity of public sector social media management. The study indicates that numerous social media management departments use data to highlight teamwork but have fewer senior female officers.

The most commonly used social media platforms by government agencies are Facebook, official websites, and WhatsApp. Meeting citizens' expectations requires addressing issues, responding to queries, and maximizing the potential of social media. However, despite the popularity of social media, residents still prefer contacting government entities by phone and in person. Therefore, the study emphasizes the importance of clear social media policies for government bodies.

Recommendations

Data analysis and examination show that having strong female leaders in a gender-conscious social media team would be beneficial. Additionally, all government organizations must follow standard operating procedures (SOPs) throughout the content creation, response, and monitoring to increase transparency and improve understanding of citizens' questions. This research suggests that government departments are acting independently rather than following set policies or a government-wide strategy when it comes to social media. Therefore, every government agency should have a formal policy and set of guidelines for how they use social media, as indicated by the results of this study.

Limitations

It's important to note that the survey results only represent the viewpoint of government officials. By including a wide range of organizations, we can better understand social media management practices across different government branches. Additionally, gathering input from individuals with less experience can shed light on the challenges faced by new social media managers in the public sector. To achieve our research objectives, we must involve participants from diverse organizational settings and varying experience levels. It would also be helpful to include a case study that examines the various stages of social media engagement, such as content creation, responding to citizen inquiries, and evaluating the campaign's effectiveness.

6. REFERENCES


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