



# Managing of Government Social Media Agency in Indonesia

Ahmad Irfan Fauzi

Universitas of Brawijaya, Malang, Indonesia  
irfanfauzi@ub.ac.id

**Abstract.** This study investigates the institutionalization and management of the State Apparatus Social Media Synergy Team (SIMAN Team) in 2017-2019. The SIMAN team, formed by Joko Widodo Government, is responsible for coordinating all government social media institutions in one organizational platform. The institutionalization of the SIMAN Team, which is associated with political interest, is a new domain in the governance system amid the growing era of the information society. This study examines the formation of a government agency using New-Institutionalism Rational Choice Theory with interview guides and literature archive collection as data collection instruments. The results of this investigation reveal that the institutionalization of the SIMAN Team is a response to the emptiness of government representation in the realm of social media. The dynamics of the social media ecosystem lead to the emergence of fake news and hate speech against the government. The SIMAN Team is here to manage this. The institutionalization of the SIMAN Team is considered the most rational choice to overcome the problem of spreading hoax news, hate speech, and propaganda. The government views it to be reasonable to choose institutionalization over institutional emptiness. Concerning this, ministries facing similar problems of harmful news threats from the opposition also consider building their SIMAN Team. The SIMAN team manages the social media ecosystem by establishing four implementing areas i.e. operation, creative content, network development, and monitoring and evaluation. Building the SIMAN Team is an effort of the Indonesian government to be present in providing quality public services by delivering valid, fast, and credible information.

**Keywords:** e-government, governance, government institutions, social media.

## 1 Introduction

The development of information technology creates a new social order in society. Currently, information technology plays a vital role in almost all joints of the social life. The presence of electronic devices, artificial intelligence, and big data in processing various information has eased the works of humankind. The emergence of the slogan of the digital revolution also strengthens the spirit to switch to this new era of digital technology. For example, in Indonesia, access to the use of digital technology has increased significantly. Based on data, the total number of internet users in January 2022 reached 204.7 million people, or 73.7% of the total 277.7 million people [1] The

trend of using social media in Indonesia also increased by 12.6%, from 170 million in 2021 to 191.4 million in 2022. It indicates that digital media, especially social media, is becoming a new order in society.

In this new order, the control of discourse and information in a country is no longer centered on the state. Communication and information technology makes interaction patterns more freely carried out by the public. Concerning this, the communication and information technology, especially social media, is a supporter of political communication networks in a democratic state [2]. Political actors spread public opinion as part of a political campaign. It is not impossible, the spread of fake news (hoaxes) and hate speech is carried out on a massive scale. The main motive for spreading hoaxes is political motives to form public opinion that the news is true [3]. Fake news (hoax) that is continuously accepted by the public will form a belief that it is true. As in the business world, the spread of fake news to build public trust also occurs in the political sphere which is executed by what is known as the political buzzer. "BuzzerRp" is a combination of the words "Buzzer" and "Rp (rupiah)". BuzzerRp refers to a group of buzzers on social media who are paid and controlled by political forces or authorities to defend their policies and attack their critics.], causing the social media buzzer in Indonesia to become negative [4].

Looking the trend from the positive side, social media becomes the public communication space for the government to provide an electronic government (e-government) service. The use of social media for e-government is considered effective and efficient for disseminating information and creating public e-participation in supporting the government [5] The realization of e-government in the form of government social media has effectively reduce social media sentiment by spreading positive videos [6]. Relatively ranked low in the E-Government Development Index (EGDI), Indonesian government can opt for social media as the solution for implementing a good e-government due to the high openness and user participation in Indonesian social media ecosystem [7]. The high participation in social media has the potential to encourage engagement in terms of e-participation in Indonesia.

In practice, one obstacle to e-participation in government communication that arises is the communication methods. The government in Indonesia dominantly uses a one-way public communication method. Public relations and government social media in Indonesia mostly only disseminate government protocol activities. Several studies had examined this type of government communication pattern, for example; The Bandung City Government uploaded information on links that were connected to the government's official website and had a discussion topic about protocol [8]; the Sukoharjo Government adhered to a one-way communication model by relying on information dissemination according to the applicable regulations in the agency [9]; even the Public Relations of the Aceh Government only broadcasted information about the government [10]. Such communication methods do not receive public feedback. The implementation of e-government through social media, which is intended for e-participation and a channel for interaction with government policies, has received very little public feedback [11]. It is one of the problems that hampers a good governance system.

Despite the problems above, it cannot be denied that several government agencies are also successful in managing their social media. The Regional Government of

Pangandaran Regency used social media as a means of communication, discussion, and collaboration with social media managers who have qualified information technology capabilities [12]. The Yogyakarta City Government Twitter social media account was considered responsive in responding to aspirations and questions from the community and can be regarded as an effective means or window to communicate with the community [13]. In the City of Arlington, United States, social media was used by government officials to improve public services and communication on public issues so that they can be identified quickly by tracking changes in content and public sentiment. Government officials in Arlington used social media specifically to manage crises and routine problems such as traffic jams, crises, weather, earthquake disasters, and floods [14], [15]. The forms of public communication innovation in the management of social media will determine the success and effectiveness of the governance of government social media institutions. Unfortunately, the government's practices and work in managing social media are not integrated into centralized and structured management.

Nationally, the Indonesian government is still unfamiliar with institutionalizing the social media governance system. All countries are looking for institutional forms of social media with various experiments; whether to adopt government system or governance [16]. Speaking of formal legality, Indonesia only has Law (UU) number 11 of 2008 concerning Information and Electronic Transactions (ITE) and Law (UU) number 14 of 2008 concerning Openness of Public Information (KIP) which regulates and becomes the general basis of activities of the government public relations. This regulation does not fully regulate the government's social media governance system in Indonesia. The discussion in the UU ITE and UU KIP is more on exposing the values of good governance on the principles of transparency, accountability, and participation. The existing regulations have not yet reached a discussion regarding the practice of good government in social media governance; in fact, the ITE Law has been widely used as a legal basis for punishing the activists who loudly criticize the government and voice the freedom of expression. This is very contrary to the spirit of making UU ITE and UU KIP. In the first place, this law was made to strengthen democracy by prioritizing the principles of transparency, accountability, and public participation, but in practice, it becomes an obstacle to democratization per se.

The paradox is that on the one hand the government is required to increase participation and democracy, but on the other hand, the increased participation also leads to the increase of fake news (hoax) and hate speech. The low level of literacy and open-mindedness is the root cause of the emergence of fake news and hate speech. At the policy level, the government has taken several strategic steps to address this problem. The government established an anti-hoax task force that is responsible for verifying or accrediting mainstream media and news providers such as television, newspapers, and online media [17]. This task force synergizes with the Ministry of Communication and Information that has blocked many problematic internet sites. This act of blocking sites seems to be ineffective in stemming the spread of fake news, so the government needs other strategic steps. Among the strategic steps are establishing a National Cyber Agency and collaborating with the Press Council and Facebook [18]. Further, the government has also instituted the State Apparatus Social Media Synergy Team (Tim SIMAN) as part of the government's practical social media governance policy. The

team was formed with a big vision to disseminate positive news and government performance achievements and neutralize negative news about the government.

The new government agency holding the authority to manage government social media is the SIMAN Team. This team was formed based on President Joko Widodo's direction in the social media personnel training at the Data and Information Center of the Ministry of Defense on August 18, 2017. Joko Widodo instructed to point a conductor in social media that governs the information services from all ministry officials and state institutions. The Coordinating Minister for Political, Legal, and Security Affairs, Wiranto, responded to the plan to establish a conductor of government institutions social media by forming the SIMAN Team. Legally and formally, the SIMAN Team was confirmed by the Coordinating Minister for Political, Legal and Security Affairs Decree number 58 of 2017 concerning the State Apparatus Social Media Synergy Team which was later revised by the Coordinating Minister for Political, Legal and Security Affairs Decree number 10 of 2018.

The researcher considers that the formation of the SIMAN Team does have political tendencies due to some reasons. First, this agency was formed ahead of the 2019 General Election and Presidential Election. The institutionalization of this team seemed to be a part of the political agenda to shape the opinion and good image of the government. The Indonesian government as a whole also embodies Joko Widodo's personal image as a president. The better the image of the government, the better the personal image of Joko Widodo will be. Creating a good image of Joko Widodo is related to his candidacy process for the 2019 presidential election. Second, the initial formation of this team was deliberately not open to the public. This agency exists as a shadow team from several institutions that have tasks and functions related to social media, such as The Directorate of Information and Public Communication and Directorate of Applications and Information Technology of the Ministry of Communication and Information, Cyber Team, and Criminal Investigation Agency of the Republic of Indonesia Police, State Intelligence Agency, and several other institutions under the coordination of the Coordinating Ministry for Political, Legal and Security Affairs. The closed nature of this agency indicates that there is a fear from the government regarding the emergence of polemics if the public finds out about the existence of this agency.

The explanation above proves that the SIMAN Team as a government institution has never been investigated by researchers before. The author had never found a discussion about this institution. Its closed nature at the beginning of its formation made this agency exclusive, out of reach of the public. The issue of the existence of this agency had never been discussed in the academic sphere and not much debated by the public. This is certainly interesting for the reason of novelty in the institutional studies. In addition, the discussion in this paper is more directed to the institutionalization process of the SIMAN Team and the management of this team as a new government institution. This paper mainly focuses on the aspects of governance rather than the political ones that may exist in the case of institutionalization.

On the basis of this problem, the researcher formulated two problems that base the investigation in this study i.e. the institutionalization process and governance of the SIMAN Team, a social media agency formed during the Joko Widodo administration. The process of institutionalizing and governing the SIMAN Team is seen as part of the

governance process. This paper aims to explore and discuss the process of institutionalizing and governing the SIMAN Team as a government conducting agency that has the authority to regulate the social media of government institutions and state apparatus.

## **2 RESEARCH METHOD**

This study is qualitative research with descriptive analysis. Qualitative research correlates social processes, symptoms and phenomena in an interpretation. Interpretation is the most important aspect in writing this work. The researcher explored values, symptoms and phenomena into a coherent and related meaning. It is expected to contribute to the existing theory in the body of literature. Disclosure of meaning through the author's interpretation is a common thing in research methods, but such a method can reveal unique and interesting facts on the social problems being investigated. By departing from complex problems and empirical studies of the results of previous studies, this paper portraits of a closer look of the real political and government situation based on data and information gathered from field research. This study describes institutionalization in a natural setting.

The data collection procedure in this study employed observation, interview and literature study methods. The method of observation and interviews was carried out by researchers from 2017 to 2019. The researcher observed the management process of the SIMAN Team at the office of the Coordinating Ministry for Political, Legal and Security Affairs. From September 15, 2017 to February 4, 2019, The researcher observed how the SIMAN Team's work areas worked. During the observation period, the researcher also conducted interviews with the SIMAN Team Leader, I Nyoman Nesa, and members of the SIMAN Team secretariat, Achmad Kurniawandi and Muhammad Tri Harto. In addition, in the literature study method, the researcher searched and analyzed the literature relevant to this investigation. The results of the literature study were also presented by the researcher in the preliminary study provided in the background section above. Besides, the author analyzed the data by sorting and analyzing the data that had been collected. The available data were checked for validity, and then analyzed to draw conclusions.

## **3 FINDINGS AND DISCUSSION**

### **3.1 The Institutionalization of the Indonesian Government Social Media Agency**

The establishment of the government social media agency was initiated by the Coordinating Minister for Political, Legal, and Security Affairs, Wiranto. In an interview with the SIMAN Team Leader, I Nyoman Nesa; The Coordinating Minister for Political, Legal, and Security Affairs views the need for managing government social media that represents the state in serving the information needs of the public. Social media, which was initially used as a medium for virtual social interaction, turned into a means of disseminating ideological, political, social, and cultural information, which in turn

also raised the issues of defense and security that the government needs to respond to. The presence of the government’s social media as a manifestation of the state in providing information services to the public becomes the basis for establishing this agency.

The presence of government social media as an information service is indeed a new thing. The flooding information that enters the community creates unrest and even conflicts that can trigger national divisions. The spread of hoax news and massive hate speech demands rectification from the government. In response to this, the government said that the establishment of the state social media agency was purely for the national interest [19]. The Coordinating Minister for Political, Legal and Security Affairs also emphasized the need to build social media synergies as a means of prevention, alignment, and resistance to negative news that undermines the authority of the state.

The basic philosophy of establishing this new agency departs from the change in society, from the industrial society to the information society. The existence of social media today has become a new ecosystem in the life of modern society in the information age. Each individual can exchange information with other individuals without having to meet in person. The dimensions of space and time have merged into the new ecosystem of social media. This ecosystem becomes a new realm of competence and competition in providing information without any boundaries of space and time. Everyone can easily access various information with various interests and various purposes. People use social media for entertainment purposes, friendship networks, and even political propaganda. Social media become a double-edged sword. While bringing several merits such as providing a medium for establishing friendships, enjoying entertainment, and carrying out information services to the public by the government, social media has been also providing space for a new threat under negative interests such as the spread of hoaxes, hate speech, agitation, and even political propaganda. In simple terms, the problem of the social media ecosystem can be seen in the cycle below:



Fig. 1. The Social Media Ecosystem Problem Cycle

Source: State Apparatus Social Media Synergy Team, 2018

The problems and negative impacts appearing on social media, such as the struggle for the political identity of "cebong", "kampret", "bani taplak" and "kadrun" are a fact of socio-political conflicts in society["Cebong" is a term to refer to the supporter group of Jokowi, while "kampret" and "kadrun" are used to refer to those opposing Jokowi. "Bani taplak" refers to the supporters of Ahok-Djarot in the Jakarta Capital City

Government regional head election 2017. The government is present through the SIMAN Team agency that manages and organizes the social media ecosystem nationally to create healthy and conducive social media [20].

The President of the Republic of Indonesia, Joko Widodo also conveyed the same thing. The President of the Republic of Indonesia, Joko Widodo also conveyed the same thing. According to the statement from the SIMAN Team Leader [21], on August 18, 2017, Joko Widodo gave three directions, namely: first, the provision of information services through social media is to prevent negligence to the negative news. The government through the SIMAN Team works to serve the information needs of the public on all developing issues as well as information on government performance. For example, when there was a controversial issue spread nationwide regarding the enactment of the Job Creation Act, the government through the SIMAN Team was active in responding to the development of the issue by leading to positive news. The SIMAN team serves public need of information so that developing issues do not lead to national divisions.

Second, government social media should create content information that is simple, not too formal or rigid, interesting, and easy to understand accurately. The government social media agency produces positive content, both news on government performance and trending issues. Content production and information delivery are made more relaxed according to the character of social media for daily activities. Moreover, posts about formal government information can be conveyed interestingly through the production of memes that are currently viral. The SIMAN team also made captions in their posts interestingly. The slang language is also used in the posts according to the habits of social media users, who are dominantly millennials.

Third, the realization of conductors in social media information services from all ministries and state institutions is intended to create a harmony of information that is wise, comfortable, and peaceful for the community. The SIMAN team acts as a conductor of information services to the public and can instruct social media teams in 74 ministries and institutions to disseminate content and information needed by the public. With the conductor, information services become more effective and efficient, and the information can quickly become a trending topic. For example, hoax information about a case of violation of Human Rights in Papua which reported the massacre of citizens by the Indonesian National Armed Forces could be straightened out by the government through the massive dissemination of a government-made single narrative that went viral under the instruction of the SIMAN Team.

The formation of the SIMAN Team is part of the institutionalization process that can be analyzed with the new rational choice theory of institutionalism. Institutionalization is seen as a strategy for overcoming the deadlock of collective problems. State apparatus in ministries and institutions think rationally to jointly build a government social media governance system. With various considerations, the state apparatus defines the spread of hoax news as a common problem and becomes a common enemy. The absence of a conducting institution that regulates social media governance in Indonesia is the driving force behind the institutionalization. Hall and Taylor view that it is rational for an individual or group to choose institutionalization rather than institutional emptiness [22]. Groups that have the same vision and goals will rationally choose to

cooperate rather than compete. In the case of the institutionalization of the SIMAN Team, ministries that have the same problem facing the threat of negative news from the opposition also participate in the formation the SIMAN Team. Positively, the relationship between ministries and institutions is getting stronger with the presence of the SIMAN Team as a conductor of government social media governance.

### **3.2 Managing of the Government Social Media Team**

Management of social media in government agencies is a new thing. Social media in government has become one of the trends in e-government practices throughout the world [23]. Previously, social media was only used as a means of entertainment and friendship that binds informally. The widespread use of social media in society makes the government take a role to be present amid the euphoria of using social media. Social media has become a formal means of communication for the government. The vacancy of government communication space on social media is filled with the presence of the SIMAN Team as the conducting agency for the Indonesian government's social media governance. The SIMAN team performs vital tasks in social media management; from news monitoring operations on social media, analysis of news trends both positive and negative, making positive news narratives to disseminating content. The SIMAN Team holds all authority in managing the government's social media.

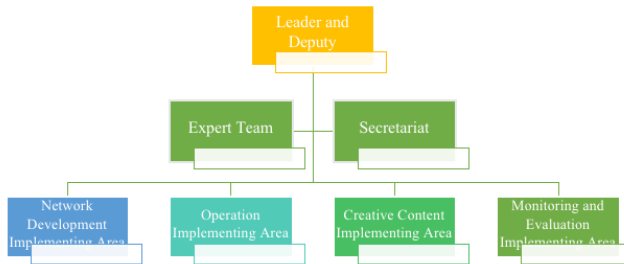
By the Decree of the Coordinating Minister for Political, Legal, and Security Affairs (Kepmenko Polhukam) Number 10 of 2018 concerning the State Apparatus Social Media Synergy Team, the SIMAN Team assists the Coordinating Minister for Political, Legal, and Security Affairs in coordinating, synchronizing, and controlling ministry affairs in the administration of government in the fields of politics, law, and security related to efforts to build social media synergies among state apparatus and maintain national social media resilience under statutory provisions. In the SIMAN Team Implementation Report for the first quarter of 2018, the SIMAN Team had three targets i.e. prevention, straightening, and viralization. Firstly, the SIMAN team prevented the spread of negative information on social media. Prevention is the main key that must be done so that negative information in the form of hoaxes, fake news, or hate speech packaged in the form of memes, video graphics, infographics, and links on social media can be taken down before they can circulate. Secondly, the SIMAN team straightened out the negative information that had been circulating on social media. The spread of negative information is unavoidable because social media is in unlimited cyberspace. In just 60 seconds, millions of pieces of information can be spread and new accounts appear in cyberspace on various social media including Twitter, Facebook, Instagram, and Youtube. As negative information spread, straightening the information becomes a crucial thing. Thirdly, the SIMAN team spread positive information through social media. Positive information requires a means to disseminate it to all levels of Indonesian society from Sabang to Merauke. The viralization of positive information becomes central for maintaining the unity and integrity of Indonesia.

The governance structure of the SIMAN Team is under the coordination and direction of the Coordinating Ministry for Political, Legal, and Security Affairs. The Minister of Politics, Law, and Security, who has a line of coordination in the fields of politics



and security, has the authority to manage this social media ecosystem. The SIMAN Team Leader and his deputy are fully in charge and responsible for the entire implementation and performance of social media. Under the coordination of the leader, there are experts in political communication, secretaries, and implementing areas. The secretariat supports the administrative service process and the work of the SIMAN Team. In addition, four implementing areas support the work of the SIMAN Team. These implementing areas carry out the main tasks of the SIMAN Team. The following is the governance structure of the SIMAN Team according to the Coordinating Minister for Political, Legal, and Security Affairs Decree number 10 of 2018.

Chart 1. SIMAN Team Governance Structure



Source: State Apparatus Social Media Synergy Team, 2018

Per the Decree of the Coordinating Minister for Political, Legal, and Security Affairs Number 10 of 2018, there are four implementing areas of SIMAN Team i.e. operations, creative content, network development, and monitoring and evaluation.

The first field, operations, is tasked with monitoring, searching, tracking information on national social media, and determining the strategy for implementing prevention operations and overcoming incidents and attacks on national social media. The operations area carries out information patrols on social media such as Twitter, Instagram, and Facebook. Following the direction of the Coordinating Minister for Political, Legal, and Security Affairs, there are three monitoring priorities on social media in 2018, namely the spread of the ideology of Hizbut Tahrir Indonesia, the Regional Head Election, and the issues in Papua [24]. The operations field traces the three monitoring priorities using a monitoring application owned by the SIMAN Team. This application tracks the sentiment and presence of the internet protocol (IP) of the person who uploaded the information according to the search keywords.

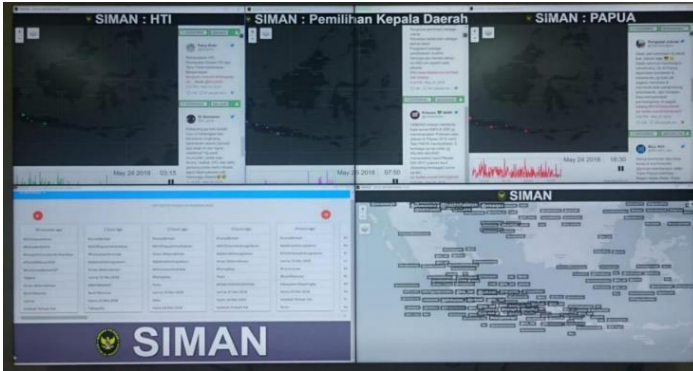


Fig. 2. SIMAN Team’s Social Media Monitoring Application

Source: Personal Documentation

The main benchmarks for this patrol and search for information are political and security issues based on social, economic, cultural, legal, religious, and other sensitive issues. Information on social media that has the potential to go viral and cause a lot of noise is analyzed for sentiment by the operations area. The results of the political analysis were followed up based on recommendations from the operations area and experts of the SIMAN Team.



KEMENTERIAN KOORDINATOR BIDANG POLITIK, HUKUM, DAN KEAMANAN REPUBLIK INDONESIA	
TIM SINERGI MEDIA SOSIAL APARATUR NEGERA (SIMAN) PUSAT	
Hal : Laporan Observasi Informasi Medsos	Yth. : Ketua Tim SIMAN Pusat
Nomor : B- /SIMAN.01.017/2018	Dari : Ketua Bidang Operasi
Tanggal : 3 Juli 2018	Tembusan : 1. Pakar Tim SIMAN Pusat 2. Para Ketua Bidang
Hasil observasi Bidang Operasi Tim SIMAN diperoleh konten informasi di media social terkait berita tentang indikasi terpaparnya SDIT dengan paham Radikalisme	
<b>Cuplikan Data Fakta Informasi di Medsos</b>	<b>Analisa</b>
<b>Informasi Konten negatif</b> 1) <a href="https://twitter.com/Beritasatu/status/101268820618350338">https://twitter.com/Beritasatu/status/101268820618350338</a>  2) <a href="https://twitter.com/YusakAdnyayoga/status/1013671159324237829">https://twitter.com/YusakAdnyayoga/status/1013671159324237829</a> 	1) Pada media social terdapat postingan netizen terkait indikasi terpaparnya SD Islam Terpadu (SDIT) dengan paham Radikalisme. a) <a href="https://twitter.com/Beritasatu/status/101268820618350338">https://twitter.com/Beritasatu/status/101268820618350338</a> @Beritasatu Com memposting berita tentang "Guru Rabatul Lebih Baik Mengunjungi Diri daripada Pahl PKI" akibat berbeda paham politik dengan Yayasan Darul Ulum Madrasah SDIT Darul Maza Jatisari. Yayasan tersebut meminta kepada semua pegawai untuk memberikan dukungan kepada pasangan calon dan Partai Keadilan Sejahtera (PKS) untuk pasangan Nur Supriyanto-Adhy Firdaus Saady untuk Pilkada Kota Bekasi dan pasangan Sutradat Alimad Syahid untuk Pilkada Jawa Barat. a) <a href="https://twitter.com/YusakAdnyayoga/status/1013671159324237829">https://twitter.com/YusakAdnyayoga/status/1013671159324237829</a> sikap tersebut menjadi viral dalam medsos, kemudian ditanggapi oleh @YusakAdnyayoga bahwa "kecuali IF siapa jati Basri Kaderisasi dan militansi Ikhwanul Muslimin di Indonesia" 2) Radikalisme merupakan ajaran yang harus dibendung di berbagai negara Indonesia sendiri telah memiliki UU teroris, tetapi ternyata penentang ketidakmampuan membendung teroris dan radikalisme anti NKRI tumbuh subur pada Sekolah Islam Terpadu. Hal ini bertolak belakang dengan semangat keberatanan radikalisme, semestinya pihak pemerintah mengatur materi pembelajaran pada Sekolah Islam Terpadu
<b>Detil lebih rinci, terlampir</b> <b>Tanggapan/Saran/Langkah-langkah yang Perlu Dilakukan</b> Tim SIMAN Kementerian/Lembaga terkait perlu melakukan pembinaan secara masif terhadap ideologi Sekolah Islam Terpadu di seluruh Indonesia	

Fig. 3. Example of Observation Report of Social Media by Operations Area

Source: State Apparatus Social Media Synergy Team, 2018

The results of the social media monitoring report recommend the creation of a counter-narrative. The creative content area is responsible for formulating the counter content by using information that can make social media sentiments positive again. The counter-narratives created by the creative content area are disseminated by the operations and network areas which have communication with the SIMAN Team of ministries and other institutions. This is a working mechanism for information services in which the operations area has a major role in the SIMAN Team.

The second area, creative content, is in charge of compiling and creating social media content according to the directions of the SIMAN Leader; and conducting an assessment and selection of trending social media content that needs to be followed up. Social media content created by ministries and agencies is sorted by the creative content area so that the delivery of information can be aligned, equal, and simultaneous across all ministries. The creative content area also designs social media content that will be massively spread by the government. Content creation is adjusted to the narrative that is currently being discussed by the community. For example, in 2018 there were viral youth memes “I thought it was (Sudah kuduga)” and the creative content area used the trending memes as a bridging narrative to be disseminated to the public. Most content creation narratives target the millennial generation who are the most users on social media. As the content produced should be millennial-friendly, the creative content area also consists of millennial youth. The creative content team contains millennial youth skilled in graphic designs, meme production, and short video that are creative and easily captured by the public [25]. The messages conveyed are simple and informal; it uses language that is not rigid, unlike information from the media of formal government institutions.

The third area, network development, is tasked with synergizing and fostering the communication network of the SIMAN Team of each Ministry, Institution, and Local Government so that it runs as expected; and developing communication networks with other parties as needed. The basic philosophy in the network development area is network governance: the management of government cooperation networks with related parties who share the same vision. The network development area communicates with public relations in ministries and agencies to form SIMAN Teams in their respective ministries. The existence of the field of network development that encourages the formation of small social media institutions in the ministry creates a dichotomy of the terms "Central SIMAN Team" and "M/I SIMAN Team (Ministries/Institutions SIMAN Team)". The existence of the network development area in the Central SIMAN Team as an inductor of inter-ministerial communication is vital in the duties and functions of the SIMAN Team as a conductor, which is a direct mandate from President Joko Widodo.

**Table 1.** The Formation of the SIMAN Team, Ministries and Institutions in 2017-2018

No	The SIMAN Team, Ministries/ Institutions	The Realization of SIMAN Team Formation in 2017-2018	
		2017	2018
1	Center	1	1
2	Ministries	19/35	23/35 (+4)

3	<b>Institutions</b>	13/32	19/44 (+6)
		32/67 (47,7%)	42/79 (+10) (53,1%)
	<b>Total</b>	42/79 Ministries/ Institutions (53,1%)	

Source: Quarter I (One) Report of SIMAN Team

The area of network development also encourages ministries and agencies to conduct social media training in each Ministries/ Institutions of SIMAN Team. For example, the area of network development encourages the Ministry of Foreign Affairs to issue a Decree on the Formation of the SIMAN Team of the Ministry of Foreign Affairs, whose members will then take part in debriefing, training and inauguration in the field of network development. Table 1 above is the result of work done by the area of network development in order to form, train and strengthen the SIMAN Team in ministries and institutions within the Indonesian government.

The fourth area, monitoring and evaluation, is responsible for monitoring the effectiveness of the performance of national social media networks in Ministries, Institutions, and Local Governments; and evaluating national social media content, materials, and resources. This field assesses the internal performance of the SIMAN Team in the Center, Ministries/ Institutions, and the other apparatus joined in the team. All resources in this team are monitored and evaluated based on the targets, goals, criteria, and variables set by this area. The effectiveness of content creation and information dissemination is also part of the evaluation carried out in this area.

The government's social media governance depends on how the SIMAN Team – the leader and deputy, experts, secretariat, and implementing areas, synergize and work. The existence of the SIMAN Team is vital to fill the void of authority in the governance of the social media space, which is increasingly destructive. The role of the SIMAN Team in maintaining the social media ecosystem is a form of government responsibility in providing good and measurable information services.

### 3.3 Dynamics and Challenges of Strengthening Social Media Institutions in the Future

The dynamics and existence of the SIMAN Team are still polemics. The SIMAN team deals with not only external but also internal problems. On the institutional structure level, several issues rise, including political dynamics, legal basis, authority, duties, functions, and actor relations issues such as conflicts of personal interest. These issues are still debated and have not been resolved. The Chairman of the SIMAN Team in 2018 explained that there were many obstacles and institutional dynamics in the SIMAN Team [26], but according to the researcher, there are four most crucial problems of the SIMAN Team today and in the future, namely;

The first is the issue of legal basis. Institutionally, the SIMAN Team was only formed based on the Decree of the Coordinating Minister for Political, Legal, and Security Affairs. Various government efforts to strengthen the SIMAN Team's institutions, including based on laws and presidential decrees, have yet to bear fruit. The SIMAN team several times proposed to legally strengthen the institution to the members of the House of Representatives, the Minister of State Secretariat, the Minister of

Communication and Information, and other influential public officials. Efforts to legally strengthen the SIMAN Team's institutions continue to be carried out. The legal basis for the Coordinating Minister for Political, Legal, and Security Affairs is not yet strong enough to support the existence of the SIMAN Team in managing the social media ecosystem comprehensively.

The second is the issue of authority. There are debates about the SIMAN Team authority. Some question the overlapping authority between the Central SIMAN Team located at the Coordinating Ministry for Political, Legal and Security Affairs and the SIMAN Team of ministries/agencies that are not under the direct coordination of the Coordinating Ministry for Political, Legal and Security Affairs. For example, the Central SIMAN Team cannot coordinate the Ministry of Religion which is under the coordination of the Coordinating Ministry for Human Development and Culture (Kemenko PMK). Despite the fact that this team was established based on direct instructions from President Joko Widodo, the main authority of the SIMAN Team was legally and formally formed under the Coordinating Minister for Politics, Law and Security. Consequently, it greatly limits the space for inter-ministerial bureaucratic coordination. In the Weberian bureaucratic tradition, the bureaucracy must work on a formal and written basis. Some also question the SIMAN Team's authority that is clashed with the main tasks of the Ministry of Communication and Information (Kemenkominfo), the National Cyber and Crypto Agency (BSSN), the Indonesian National Police (Polri), the Ministry of State Apparatus Empowerment and Bureaucratic Reform (Kemen PANRB), and other institutions. For example, in managing issues, the Ministry of Communication and Informatics also coordinates with public relations of all ministries and institutions in Indonesia. Kominfo also receives a direct instruction from the president to manage the single narrative of government information. In short, the existence of the SIMAN Team seemed to usurp the duties and functions of the Ministry of Communications and Informatics.

The third issue is the fear of becoming a public enemy. This is the main problem in the SIMAN Team where there is still fear from president Joko Widodo to formally strengthen and institutionalize the team based on laws and presidential decrees. The president is still considering whether this institution should be legally strengthened or remain an institution that works underground. The researcher considers that President Joko Widodo personally still has a fear of institutionalizing the SIMAN Team. The president is still measuring the social impact of the institutionalization of the SIMAN Team, such as public reactions and the level of public satisfaction with the president's performance. Indeed, there is a potential for the existence of the SIMAN Team to become a public enemy due to the battle of discourse in the social media space that should be democratic instead of monopolistic. Issues of privacy, security and data management are something that is problematic in the social media governance system [27]. Moreover, the opposition to the government can create propaganda discourses that the president is authoritarian and anti-democratic.

The fourth issue is the conflict of interest among members. It is an internal problem of the SIMAN Team where there is a conflict of interest among members. The membership component of the SIMAN Team consists of various elements, namely State Civil Apparatus (ASN), Members of the Indonesian National Armed Forces (TNI) /

Members of the Indonesian National Police (Polri), experts, members of political parties, and community leaders. Each element has its own interests ranging from organizational interests to personal interests. For example, in the view of ASN and TNI/Polri, their interests are to maintain the sovereignty and dignity of the nation; sometimes, this clashes with the interests of political party members who want to use buzzer teams and influencers in the process of disseminating public information to promote the president's image.

The existence of the SIMAN Team as a formal government institution is indeed full of challenges. Comparing the many studies of government institutions in western countries, only the Indonesian government has started to form government social media governance institutions. Western countries only use social media as a medium of public relations which is managed in a decentralized manner in each institution. There is no specific social media management that has the duties and functions of a conductor to serve the needs of public information. The existence of the SIMAN Team is a visionary step of the Indonesian Government in filling the void in the public information service space. For example, in the United States, the social media ecosystem is managed by third parties and the government has a limited role as a regulator and evaluator [28]. A slight similarity to the case in the Netherlands, where the government's social media organization model also uses a centralized model [29]. This model positions the government's social media institutions as directors because of the level of trust and very structured and formal policies. Both the Dutch and Indonesian governments see the need to immediately institutionalize social media. The existence of the SIMAN Team is a progressive and visionary step by the Indonesian Government to be present to fill the void in the public information service space. In the future, the state should consider managing a comprehensive social media ecosystem governance.

## 4 CONCLUSION

Social media technology has become a new ecosystem in the information society. The ease of access offered by social media makes people start using social media for various purposes. Social media is like a double-edged sword. On the one hand, it has positive impacts as it serves as the media for entertainment, hospitality, discussion and e-government service innovation. On the other hand, social media can be an arena for agitation, provocation and propaganda. So far, regulations to regulate social media governance have only relied on the Law on Information and Electronic Transactions (ITE), and the Law on Public Information Disclosure (KIP). These laws became the government's weapon to regulate social media, but technically, there was still an emptiness in terms of the manager who manages the social media ecosystem and space. Through the SIMAN Team, the government fills the void in social media governance. The formation of the SIMAN Team is part of the institutionalization process of rational choice. The rise of similar problems in terms of social media among the government institutions urge for the faster SIMAN Team institutionalization process. The institutionalization of the SIMAN Team is the most rational choice to overcome the problem of spreading hoax news, hate speech, and propaganda. The government views it as rational to choose

institutionalization over institutional emptiness. In institutionalizing the SIMAN Team, ministries having the same problem in facing the threat of negative news from the opposition participate in forming the SIMAN Team. Positively, the relationship between ministries and institutions is getting stronger with the presence of the SIMAN Team as a conductor of government social media governance.

The SIMAN Team is the conductor of government social media governance which is formally legalized on the basis of the Coordinating Minister for Political, Legal and Security Affairs Decree No. 10 of 2018. This Ministerial Decree is the basis for the formation of the SIMAN Team as an official ad hoc institution. This institution is composed of inter-ministerial state apparatus with four implementing areas as the main supporting elements. The four implementing areas are: the area of operations in charge of carrying out patrols and analyzing social media sentiments to take action, the area of creative content in charge of creating narratives and information content, the area of network development in charge of establishing communication and network of apparatus resources, and the area of monitoring and evaluation in charge of monitoring the work effectiveness of all elements of the organization. This social media governance is designed to realize a good social media ecosystem by providing accurate, fast and credible information services.

## References

1. S. Kemp, „Digital 2022 Indonesia“. 2022. doi: <https://Datareportal.Com/Reports/Digital-2022-Indonesia?Rq=digital%202022%20indonesia>.
2. E. H. Susanto, „Media Sosial sebagai Pendukung Jaringan Komunikasi Politik“, *Jurnal Aspikom*, Bd. 3, Nr. 3, S. 379–398, 2017.
3. C. Juditha, „Interaksi Komunikasi Hoax di Media Sosial serta Antisipasinya“, *Jurnal Pekommas*, Bd. 3, Nr. 1, S. 31–44, 2018.
4. B. Arianto, „Salah Kaprah Ihwal Buzzer: Analisis Percakapan Warganet di Media Sosial“, *JlIP: Jurnal Ilmiah Ilmu Pemerintahan*, Bd. 5, Nr. 1, S. 1–20, 2020, doi: 10.14710/jlrip.v5i1.7287.
5. L. Agustina, „Pemanfaatan Media Sosial untuk Implementasi e-Government“, *Mediakom*, Bd. 13, S. 1–6, 2018.
6. M. A. Furqon, D. Hermansyah, R. Sari, A. Sukma, Y. Akbar, and N. A. Rakhmawati, „Analisis Sosial Media Pemerintah Daerah di Indonesia Berdasarkan Respons Warganet“, *Jurnal Sosioteknologi*, Bd. 17, Nr. 2, S. 177–190, 2018.
7. W. Suciska, *Optimalisasi Penerapan E-Government Melalui Media Sosial dalam Mewujudkan Good Governance*. Prosiding Seminar Nasional Komunikasi, 2016.
8. T. I. Syarifuddin, E. P. Purnomo, Budiman, and A. A. Yasa, „Comparative Study: Penggunaan Media Sosial oleh Pemerintah Kota Bandung dan Kota Gold Coast“, *Jurnal Noken Ilmu-Ilmu Sosial*, Bd. 6, Nr. 1, S. 75–90, 2020.
9. D. Purworini, „Model Informasi Publik di Era Media Sosial: Kajian Grounded Teori di Pemda Sukoharjo“, *Jurnal Komuniti*, Bd. 6, Nr. 1, S. 3–15, 2014, doi: 10.23917/komuniti.v6i1.2929.
10. H. Juanda, „Media Sosial Sebagai Penyebarluasan Informasi Pemerintah Aceh“, *Jurnal Peurawi*, Bd. 1, Nr. 1, S. 1–22, 2017.

11. M. J. Magro, „A review of Social Media Use in E-Government“, *Adm Sci*, Bd. 2, Nr. 2, S. 148–161, 2012, doi: 10.3390/admsci2020148.
12. E. Novianti, A. R. Nugraha, L. Komalasari, K. Komariah, und D. S. Rejeki, „Pemanfaatan Media Sosial dalam Penyebaran Informasi Program Pemerintah (Studi Kasus Sekretariat Daerah Kabupaten Pangandaran“, *Al Munir: Jurnal Komunikasi Dan Penyiaran Islam*, Bd. 11, Nr. 1, S. 48–59, 2020, doi: <https://ejournal.uinib.ac.id/jurnal/index.php/almunir>.
13. M. D. Anggreani, E. P. Purnomo, und A. N. asiwi, „RUANG PUBLIK VIRTUAL SEBAGAI PINTU KOMUNIKASI GOVERNMENT TO CITIZEN (Studi Kasus: Perbandingan Media Sosial Pemerintah Kota Yogyakarta dan Surabaya)“, *MODERAT*, Bd. 6, Nr. 1, S. 203–220, 2020.
14. M. W. Graham, E. J. Avery, und S. Park, „The Role of Social Media in Local Government Crisis Communications“, *Public Relat Rev*, Bd. 41, Nr. 3, S. 386–394, 2015, doi: 10.1016/j.pubrev.2015.02.001.
15. A. L. Kavanaugh *u. a.*, „Social Media Use by Government: From The Routine to The Critical“, *Gov Inf Q*, Bd. 29, Nr. 4, S. 480–491, 2012, doi: 10.1016/j.giq.2012.06.002.
16. M. Dadashzadeh, „Social Media In Government: From eGovernment To eGovernance“, *Journal of Business & Economics Research*, Bd. 8, Nr. 11, 2010.
17. R. Pakpahan, *Analisis Fenomena Hoax di Berbagai Media Sosial dan Cara Menanggulangi Hoax*. Konferensi Nasional Ilmu Sosial Dan Teknologi, 2017.
18. K. H. Siswoko, „Kebijakan Pemerintah Menangkal Penyebaran Kebijakan Pemerintah Menangkal Penyebaran Berita Palsu atau “Hoax“, *Jurnal Muara*, Bd. 1, Nr. 1, S. 13–19, 2017, doi: 10.24912/jmishumsen.v1i1.330.
19. *Interview with the SIMAN Team Leader*. I Nyoman Nesa, 2018.
20. *Interview with a member of the SIMAN Team sekretariat*. Achmad Kurniawandi, 2018.
21. *Interview with the SIMAN Team Leader*. I Nyoman Nesa, 2018.
22. P. A. Hall und R. C. R. Taylor, „Political Science and the Three New Institutionalisms“, *Polit Stud (Oxf)*, Bd. 44, Nr. 5, S. 936–957, 1996, doi: 10.1111/j.1467-9248.1996.tb00343.x.
23. J. I. Criado, R. Sandoval-Almazan, und J. R. Gil-Garcia, „Government Innovation Through Social Media“, *Gov Inf Q*, Bd. 30, Nr. 4, S. 319–326, 2013, doi: 10.1016/j.giq.2013.10.003.
24. *Interview with the SIMAN Team Leader*. I Nyoman Nesa, 2018.
25. *Interview with a member of the SIMAN Team sekretariat*. Muhammad Tri Harto, 2018.
26. *Interview with the SIMAN Team Leader*. I Nyoman Nesa, 2018.
27. J. C. Bertot, P. T. Jaeger, und D. Hansen, „The Impact of Polices on Government Social Media Usage: Issues, Challenges, and Recommendations“, *Gov Inf Q*, Bd. 29, Nr. 1, S. 30–40, 2012, doi: 10.1016/j.giq.2011.04.004.
28. I. Mergel, „Social Media Institutionalization in The U.S“, *Federal Government. Government Information Quarterly*, Bd. 33, Nr. 1, S. 142–148, 2016, doi: 10.1016/j.giq.2015.09.002.
29. J. Villodre, J. I. Criado, A. Meijer, und I. Liarte, „Organizational Models for Social Media Institutionalization: An Exploratory Analysis of Dutch Local Governments“, *Information Polity*, Bd. 26, Nr. 4, S. 355–373, 2021, doi: 10.3233/IP-210316.



**Open Access** This chapter is licensed under the terms of the Creative Commons Attribution-NonCommercial 4.0 International License (<http://creativecommons.org/licenses/by-nc/4.0/>), which permits any noncommercial use, sharing, adaptation, distribution and reproduction in any medium or format, as long as you give appropriate credit to the original author(s) and the source, provide a link to the Creative Commons license and indicate if changes were made.

The images or other third party material in this chapter are included in the chapter's Creative Commons license, unless indicated otherwise in a credit line to the material. If material is not included in the chapter's Creative Commons license and your intended use is not permitted by statutory regulation or exceeds the permitted use, you will need to obtain permission directly from the copyright holder.

