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# THE ROLE OF SOCIAL MEDIA MARKETING IN LOCAL GOVERNMENT INSTITUTION TO ENHANCE PUBLIC ATITUDE AND SATISFACTION

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| ARTICLEINFO | ABSTRACT |
|---|---|
| *Keywords*:<br>Social media marketing,<br>government institution,<br>E-government<br>Public satisfaction,<br>Public attitude | Social media marketing (SMM) is one of the fast-growing tools utilized by the government to disseminate information and communicate with the public in carrying out its function as a public service. Management of SMM in government institutions requires an organizational culture accompanied by support from all levels of government officials to share information with the public, encourage transparency, be open to improvement and increase collaboration with the public. This study aims to determine public perception of the influence and effectiveness of SMM as a communication tool in the context of South Minahasa Regency Government institutions. Descriptive quantitative research was designed to achieve this research objective and answer research questions. A quantitative survey utilizing the purposive sampling technique was conducted on 100 respondents who met the following criteria: (1) residents of the South Minahasa Regency (2) Actively use social media and have visited the official social media pages of the South Minahasa Regency Government (3) Willing to participate without reward. The structural equation modelling (SEM) was then performed utilizing SmartPLS statistical software. The result uncover three important findings: 1) SMM has a significant and positive influence on the public's attitudes 2) SMM has a significant and positive influence on public satisfaction; 3) Public's attitude has a significant and positive influence on their satisfaction on governments' institution. |
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## 1.    INTRODUCTION

With the increasing development of technological infrastructure in Indonesia and government programs introducing internet facilities to remote areas of Indonesia, the population of internet users in Indonesia continues to increase yearly. Social media such as Facebook, Twitter and YouTube and Instagram can be defined as any form internet-based application that enables the creation and exchange of content between users (Kaplan & Haenlein, 2010). More than just a means of communication, social media facilitates online networking that enable users to interact, share content, and collaborate (Davis & Mintz, 2009). Furthermore, social media enables faster information dissemination to a broader audience (Kotler & Keller, 2012). Social media facilitates real two-way communication, which enables the user to fully engage in a dialogue similar to the face-to-face communication (Davis & Mintz, 2009). Communication through social media can be carried out between individuals, groups or institutions. Social media can connect and unite audiences with the same interests without being limited by geographical, professional, age and other factors. According to Kaplan & Haenlein (2015), social media is a medium on the internet that allows users to present themselves and interact, work together, share, and communicate with other users to form social bonds virtually.

The popularity of social media is expected to continue to increase due to the increasing number of people using the internet. Initially, people used social media to stay in touch and interact with friends, family and various communities. Over time, users' use of social media has shaped and can support new ways of communicating, interacting, and collaborating Kaplan & Haenlein (2015). Thus, the presence of social media will increase the means of disseminating information, public opinion, cooperation, and the dynamics of conversation and discussion, and will even change people's behaviour and lifestyle, especially in areas that are covered by communication and informatics infrastructure.

*The Role Of Social Media Marketing In Local Government Institution To Enhance Public Atitude And Satisfaction - **Miykel S. Poluan, Lefrand. S Pasuhuk, Deske W. Mandagi***

1268

Government institution, especially at the local level, is an important subject for studying the role of social media due to their characteristics that enables high community participation at the local level (Mossberger et al., 2013). In the context of government institutions, social media offer a supplementary channel for transmitting government programs, activities, and policies to be accessible to the public (Song & Lee, 2016). Social media can also be an appropriate means for the government and society to interact with government representatives (Song & Lee, 2016) and share their aspirations to achieve a mutual understanding that serves a common interest between the government and society. Furthermore, using social media enhances convenience, accessibility and transparency of government policy, regulation and information. The public's perceptions of transparency is a critical ingredient of their trust in the government (Grimmelikhuijsen & Klijn, 2015). The present study focuses on the adoption of social media markting by the Government of South Minahasa Regency responded to this by utilizing social media as a marketing tool to convey and publish every program and activity as well as policies of the South Minahsa Regency government by providing better communication, more transparency and being able to facilitate participation and collaboration with the community through the official website owned and operated by the government unit.

The adoption of social media marketing by government institutions is one of the innovations that revolutionize the landscape of government institutions and bureaucracy at various levels (Criado et al., 2013). Over the last few years, government institutions have adopted different social media and Web 2.0. By looking at the benefits and effectiveness of social media in building communication and interaction with the community, the local government institution should be able to utilize social media as the main communication tool in establishing a good relationship with the general public. The government should also maintain a positive public perception of the effectiveness of social media as part of government activities to provide services, marketing information, and provide good opinions on government performance. The government can also utilize social media to assess the effectiveness of the government program from the public point of view, enabling them to analyze strategies to meet community needs and build strong relationships between the government and the community. Further, the use of social media can is essential in reaching a wider community during crises and natural disasters. For instance, when the Covid-19 pandemic required everyone to maintain physical distance when interacting, The government institutions needed fast and wide-reaching communication media to disseminate this information. In this particular case, they rely so much on social media. Therefore, for government institutions, social media plays an important role in the communication strategy during a crisis like this.

Online interaction between the parties involved can have both positive and negative impacts on the government, so the use of social media by the government requires special management in planning, implementing and evaluating it (Kartikawangi, 2020). With all the benefits, challenges and risks of social media, the role of social media in government needs to be studied in relation to the flow of information and the availability of information from the government. The impact of information technology on the relationship between the governed and those who govern and the growing importance of information-related policies and information technology for democratic practice (Criado et al., 2013). When government institutions have used one or more social media as a means of public relations communication because social media is proven to be able to involve audiences actively and solicit input from various groups to create the wisdom of the crowd, but if it is not managed properly and wisely, the use of social media as a public relations communication tool can have a negative impact because various inputs and comments, both positive and negative, can enter without being controlled, thus affecting the image of government institutions.

Despite the growing research on the role of SMM in a government institution, most are in the context of a public institution at the federal or national level. Therefore, research gaps remain around the effectiveness of SMM at the local or district level, which poses distinct characteristics where the level of high community participation is higher (Mossberger et al., 2013).

## 2. Literature Review and Hypothesis development
### Social Media Marketing

Safko and Brake (2009) define social media as activities and behaviors in everyone who tries to connect with the community by using conversational media in the form of web-based applications that make it easy to create and send content in the form of words, pictures, videos and audio, people who meet online to share information, opinions, and knowledge. Similarly, Kaplan & Haenlein, (2010) stated that social media includes all the internet-based media with an emphasis on interaction, communication and

*The Role Of Social Media Marketing In Local Government Institution To Enhance Public Atitude And Satisfaction - Miykel S. Poluan, Lefrand. S Pasuhuk, Deske W. Mandagi*

1269

exchange of content (Kaplan & Haenlein, 2010). Social media is used by everyone to become a social tool in a virtual environment and network by sharing information, commenting, sharing, exchanging photos, news, and so on with other people. In a broader scope, social media is an appropriate tool for the community, especially in interacting to obtain information, ideas and convey opinions to one another.

Social media is a type of media that consists of several components, including information infrastructure and tools for producing and distributing media content in the form of personal messages, news, and cultural products in digital form; individual businesses and sectors that create and consume media content in digital form (Howard, 2012). The term social media encompasses a variety of technologies used to arouse people's interest in sharing information and interacting with one another. Social media is the preferred mode of communication for most of the people over other resources because of its convenience and scope which allows communicating widely with people through web-based messaging content. This trend of social media cannot be separated from the constant development of the internet and its different technologies and features benefiting its users.

Social media marketing (SMM) is an activity to use social media to communicate, interact and collaborate with customers and understand customer needs, preferences and behavior in a way that leads to achieving marketing objectives and creating value for stakeholders (Felix et al., 2017; Shareef et al., 2019; Heinze et al., 2020). The dimensions of QMS can be divided into entertainment, interaction, trendy, customization, and perceived risk (Kim and Ko, 2012; Seo & Park, 2018). Social media marketing is a form of direct or indirect marketing used to build awareness, recognition, memory and action for brands, business products, people or other entities using tools from the social web such as blogging, microblogging, social networking, social bookmarking. , and content sharing, so that social media marketing is a process that encourages every individual, group, even government to carry out promotions through online social media channels and to communicate by utilizing a much larger community that has a greater possibility of doing marketing than through traditional advertising channels.

Kim and Ko (2012) describe social media marketing or social media marketing as consisting of five dimensions, namely entertainment, interaction, trends, customization, and word of mouth (WOM). Gunelius (2011) points out that there are four elements that are used as dimensions of social media marketing success. Fist, content creation as the basis of strategy in conducting social media marketing. The content created must be attractive and must represent the personality of a business so that it can be trusted by target consumers. Second, content sharing with social communities, which can help expand the network of a business and expand the online audience. Sharing content can lead to indirect and direct sales depending on the type of content being shared. Third connecting, or social networking, which allows one to meet more people and the relationship that exists between the sender and recipient of the message. Honest and careful communication must be considered when doing social networking. Fourth and last community building, in which the social media serves as the online community where interactions occur between people living around the world using technology.

Social media is also described as a set of online tools designed for and centered around social interaction (Bertot et al., 2012). Social media has created new, unprecedented possibilities for involving the public in government work (Lee & Kwak, 2012). The development of information technology has brought about a change in society, with social media making people's behavior patterns experience a shift in culture, ethics, and existing norms. This is particularly relevant in the context of Indonesia with a large population with various ethnic, racial, and religious cultures has a lot of potential for social change and from various backgrounds and ages almost all Indonesian people own and use social media as a means of obtaining and conveying information to the public. Social media has both positive and negative impacts where the positive impact is that it makes it easier for us to interact with many people, expand relationships, distance and time are no longer a problem, it is easier to express oneself, information dissemination can take place quickly, costs are lower. While the negative impact is distancing people who are close and vice versa, face-to-face interactions tend to decrease, making people addicted to the internet, causing conflict, privacy issues, vulnerable to the bad influence of others

**Social Media Marketing in Government Institution**

The increasing number of social media users has made government agencies begin to take advantage of the existence of social media, making government agencies begin to take advantage of the existence of social media to connect with the people they serve. According to Bertot et al. (2010) that social media offers the government the potential to increase democratic participation by encouraging the public to have a voice in policy making, working with the public to improve services, gather ideas, and increase transparency. According to Andrikopoulos (2019), many government agencies are starting to use social

*The Role Of Social Media Marketing In Local Government Institution To Enhance Public Atitude And Satisfaction - **Miykel S. Poluan, Lefrand. S Pasuhuk, Deske W. Mandagi***

1270

media as part of their interaction channels with the public.

The adoption of social media by government institution aims to utilize low cost and effective digital technology to optimize public service so that the government can be more transparent, open, easily accessible, and collaborative (Khan, 2017). According to Hrdinová et al. (2010), the development of policies on social media can be an important first step taken by government agencies who want to use social media. The policies made can be the main driving force for utilizing social media functions responsibly and effectively. Kavanaugh et al. (2012) pointed out on how government officials seek to utilize social media resources to improve services and communication with citizens and found that by looking at the communication efficiency provided by social media, coupled with the potential to quickly reach many constituencies, the government should try to understand and utilize this communication channel. Khan et al (2014) explained that social media-based government carries the concepts of culture, sharing (S), transparency (T), openness (O), and collaboration (C). which is then called STOC. Without this culture, according to him, the use of government social media will not be able to provide full benefits, such as promoting transparency, openness, fighting corruption, and empowering people in creating public services. By understanding this concept, the use of social media in the public sector by the government is to disseminate information, establish mass collaboration, and provide real online services through producer and consumer channels of connected government services.

Social media is an effective tool for the government to increase citizens' trust in the government by increasing public perceptions of government transparency (Song & Lee, 2016). In the same vein, DePaula et al., (2018) argue that primary use of social media by the government is for symbolic and presentational purposes, which are considered to create certain expectations from the public for the government from what is displayed on social media. Another perspective from the government's use of social media as a marketing tool can be seen in the study of Haryanti and Rusfian (2018), which look from digital gap perspective in describing the government's use of social media. The authors argued that government communication through social media has not been able to fully bridge the digital divide, especially in rural areas. The digital gap perspective raises its own problems which affect the effectiveness of the government's communication with the community. Given the characteristics of the location and region of South Minahasa Regency, which comprises of villages and sub-districts have the availability of complete and adequate infrastructure and facilities, high accessibility and mobility, geographical conditions of the area. Additionally, a good economic condition, allowing every citizen to access social media but there are also several areas in rural areas that do not have internet access. Hence, it is not easy for some people in this area to access and even obtain information from public services by the South Minahasa Regency government. These factors potentially influence the public perceptions of the use of social media marketing by the district government.

The role of SMM is crucial for the local government institution in influencing people's perceptions and attitudes. The literature on SMM also shows that social media experience might influence customers' attitudes and behavior toward brands through emotional transfer (Taiminen & Karjaluoto, 2017). In the context of government institutions, when the public has a favorable experience with the government's SMM activities, they tend to have a positive attitude and behavior (i.e., satisfaction) towards the government institution. Therefore, the following hypotheses were developed:

**H1**: The adoption of SMM by the government institution positively effect public attitude towards the institutions

**H2**: The adoption of SMM by the government institution positively effect public satisfaction towards the institutions

Recent studies in the management and marketing field documented well-established evidence on the link between attitude and satisfaction (e.g., De Vos et al., 2022; Hussein et al., 2022; Hwang et al., 2021). Public attitude or the degree of favorable or unfavorable evaluation of government social media activities is a pre-condition of their satisfaction (Hussein; et al., 2022). In this sense, when the public evaluates a government SMM initiative as favorable, they tend to have positive emotions and cognitive evaluations about the institution. Thus, the following hypotheses can be inferred:

**H3**: Public attitude towards government institution positively effect their satisfaction

The link between variables in this study and the corresponding hypotheses is summarized in the conceptual framework as displayed in figure 1.

**Figure 1**. Conceptual Framework
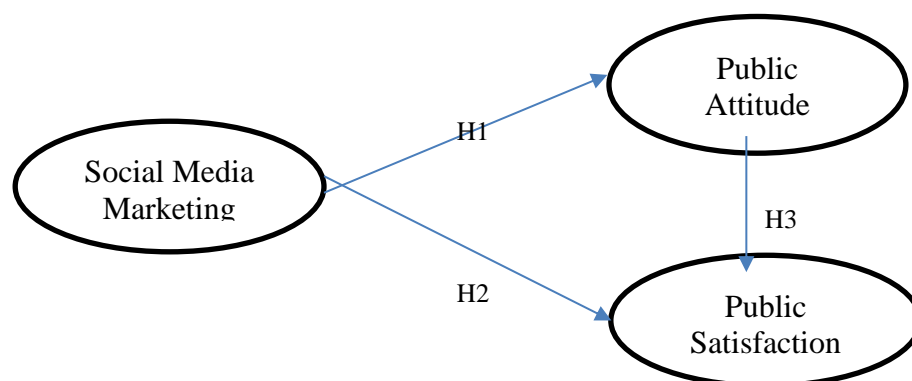


## 3. RESEARCH METHOD
### 3.1. Research Design

This study aims to examine public perceptions of the effectiveness of social media marketing institutions of the South Minahasa Regency Government and their influence on people's attitudes and satisfaction. The chosen research design is descriptive and explorative. According to Bloomfield & Fisher (2019), quantitative descriptive research is a study that seeks to observe problems systematically and accurately regarding the facts and characteristics of particular objects. Researchers see descriptive research design as the most appropriate for finding out the impact of social media marketing on public attitudes and satisfaction.

### 3.2. Population and Sample

The population in this study are people from various groups who are directly related to public services by the South Minahasa District Government. According to Aritonang (2007), the population comprises all elements that are the subject of research. The population is defined as a generalized area consisting of objects/subjects with specific qualities and characteristics determined by the researcher to be understood and then concluded (Sugiyono, 2013).

The sample is part of the population that is taken or determined based on certain characteristics and techniques (Sugiyono, 2013). Therefore, it is necessary to use the procedures used in selecting samples so that a representative research sample can be obtained, such as the characteristics of the population. The sampling technique used in this study was purposive sampling. According to Etikan et al. (2016), purposive sampling is a type of non-probability sample that collects information from members of the population who meet specific requirements. The sampling criteria used in this study include: (1) residents of the South Minahasa Regency (2) Actively using social media and having visited the official social media pages of the South Minahasa Regency Government (3) Willing to participate without reward.

Overall, there are 100 samples that participated in this study. This sample size meets the data analysis requirements using SEM, as Hair et al. (2017) recommended that the minimum sample size must be the number of indicators multiplied by 5. Given that the number of indicators in this study is 17, the sample size must be more than 85.

### 3.3. Data and Measurement Instrument

This study collected primary data obtained based on respondents' responses to the questionnaire. According to Sugiyono (2010), a questionnaire is a data collection instrument in the form of a set or written statement given to respondents to answer. The questionnaire used in this study was presented to in two parts. The first part contains general information on the demographic characteristics of the respondents which include age, gender, domicile, occupation followed by instructions for filling out the questionnaire. The second part consists of questions about research variables expressed in the form of a 7-point Likert scale. The measurement of social media marketing variables consists of 7 (seven) questions adopted from previous research (Kim & Ko, 2012; Mandagi & Aseng, 2021). Variable public attitude measured by 5 (five) questions taken from previous studies (Zarantonello & Schmitt, 2013; Faircloth et al., 2001; Dolbec & Chebat, 2013). While the community satisfaction variable is measured from 5 (five) questions taken from the adoption of previous studies (Peterson & Wilson, 1992; Ramanathan et al., 2017)

### 3.4. Data Collection Procedure

The data collection procedure begins with developing or compiling a questionnaire instrument

that will be used in the survey. In the early stages, a comprehensive literature review was carried out to find indicators of each variable that has been tested for validity and reliability. After the statements or indicators for each variable are selected from related literature, the statements are then carefully translated into Indonesian and presented in the form of a Likert scale.

The next stage is the distribution of questionnaires. at this stage, the questionnaire was printed and distributed to the target respondents in this case the community in South Minahasa Regency. In this stage, the researcher explained the purpose and objectives of the survey and asked them to fill in each question completely according to the guidelines.

After being filled in, the questionnaires were collected by the researcher and then re-checked by counting the number of questionnaires collected. Furthermore, the questionnaire that has been collected was rechecked whether it has been filled in completely and according to the instructions. Only completed questionnaires will be processed.

### 3.5. Analisis Data

The process of data analysis begins with evaluating the completeness and appropriateness of filling out the questionnaire by respondents through the descriptive statistics menu in SPSS. This process aims to find out whether the data has been inputted correctly, the number of samples according to the returned questionnaire and to detect whether the data has been input according to the scale. Descriptive statistics also aim to determine the profile of the respondent by extracting demographic data such as age, gender and occupation of the respondent.

The next data analysis stage is structural equation modeling (SEM). SEM is a system of linear equations that combines several constructs. SEM has been widely used in social research to test theoretical models. According to Byrne (2011), the advantage of SEM compared to traditional multivariate techniques is treefold. First, to estimate the relationship between several constructs (latent variables) in the measurement model and test the relationship between variables in the structural model. Second, estimate of latent (unobserved) variables via observable variables; and third model testing, where a structure may be imposed, and its data fit evaluated. SEM methods estimate these error variance parameters for both independent and dependent variables, while most multivariate analysis disregard measurement error by not explicitly addressing it (Byrne, 2013). Furthermore, SEM is suitable in examining complex relationships between several constructs simultaneously (Fornell & Bookstein, 1982). Therefore, these advantages of SEM in handling complex models is useful in explaining the theoretical relationships between the variables in this study.

Data analysis was carried out with the help of SmartPLS version 3 software to test the measurement model and structural model as well as the hypotheses developed in the previous chapter. The advantage of the SmartPLS statistical tool is that it provides advantages for data analysis in terms of practicality and flexibility.

### 4. RESULT AND DISCUSSION

### 4.1 Respondent Demography

Based on the results in table 1, out of 100 respondents, 52 respondents (48%) were female and the remaining 48 people (48%) were male. The most age group is 36 - 45 years with 30 (30%), followed by the age group above 45 years (28%), 15 - 25 years (22%) and ages 26 - 35 years (15%). The composition of respondents based on occupation was dominated by the private sector as many as 42 respondents (42%) followed by civil servants (25%), students (19%) and teachers with a proportion of 14%. Of the 100 respondents, 87% of the domiciles came from South Minahasa Regency and the remaining 13% came from outside the South Minahasa Regency.

**Tabel 1**
**Respondent Demographic Profile**

| Variabel | Level | n | % |
|---|---|---|---|
| Gender | Male | 48 | 48 |
|  | Female | 52 | 52 |
| Age | 15-25 | 22 | 22 |
|  | 26-35 | 15 | 15 |
|  | 36-45 | 30 | 30 |

|          |                            |    |    |
|----------|----------------------------|----|----|
|          | > 45                       | 28 | 28 |
| Occupation | College student          | 19 | 19 |
|          | Public servant             | 25 | 25 |
|          | Private employee           | 42 | 42 |
|          | Teacher                    | 14 | 14 |
| Domicile | South Minahasa             | 87 | 87 |
|          | Other than South Minahasa  | 13 | 13 |

**4.3 Measurement Model**

Before testing the hypothesis, a measurement model is first evaluated. The purpose of evaluating the measurement model is to ensure the validity and reliability of each variable, namely social media marketing, community attitude and community satisfaction. The measurement model of this study was analyzed using the Partial Least Square (PLS) method using PLS Algorithm feature in SmartPLS.

Based on the results of the first stage of measurement model testing of the 17 indicators used in this study, most of the indicators for each variable have a loading factor greater than the recommended minimum value of 0.7, except for the one indicator of community satisfaction variable (CS5). After removing CS5, a second round of measurement model testing was performed. At this stage, all indicators were found to be greater than 0.7. The results of the measurement model stage 2 testing are displayed in Figure 2 and Table 3.

The first validity test is convergent validity, which was done by looking at the outer loadings. For convergent validity to be satisfied, the outer loading value must be greater than 0.7 (Hair et al., 2017). Based on the measurement model test result in figure 2 and table 3, all author loading values are above the recommended minimum cut-off value, confirming all constructs' convergent validity.

**Figure 2. Measurement Model Test Result**
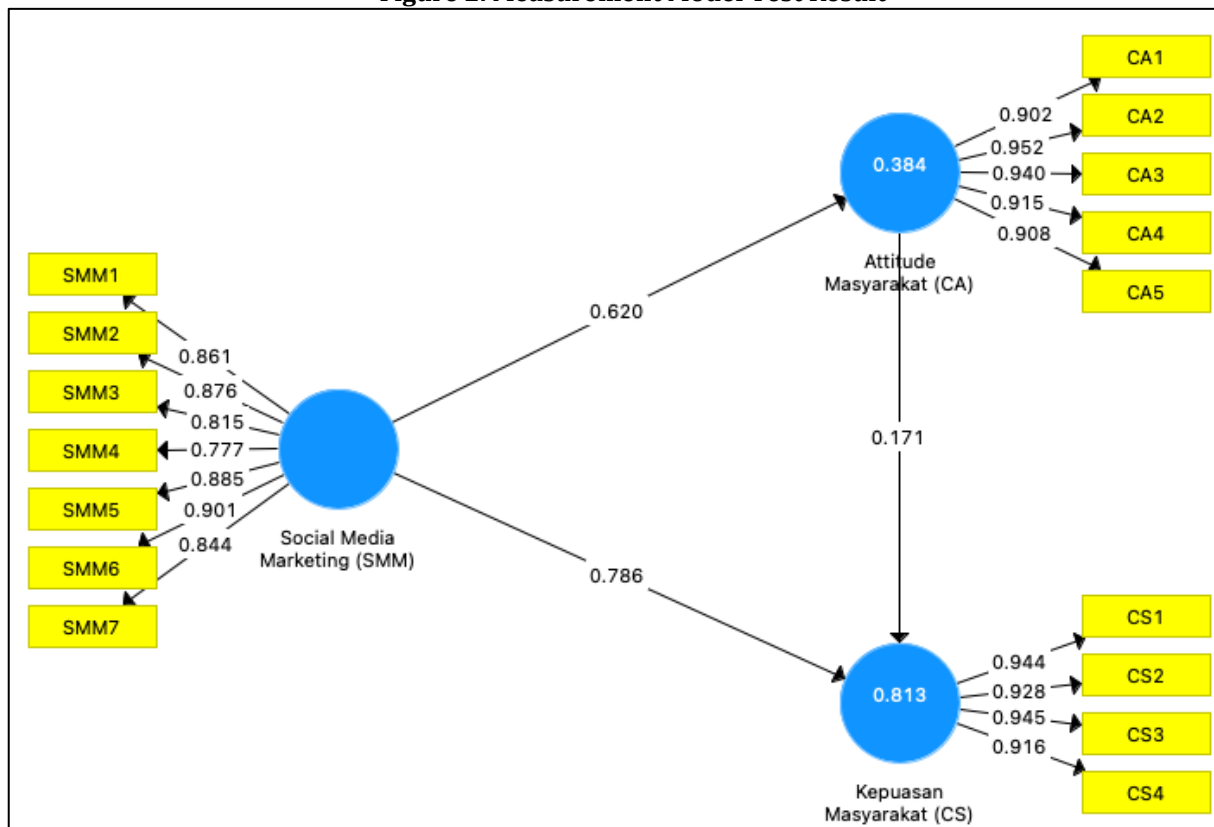


**Tabel 3**
**Measurement Model Evaluation Result**

| Variabel | Indicator | Factor Loading |
|---|---|---|
| SMM | SMM1 | 0.861 |
| | SMM2 | 0.876 |
| | SMM3 | 0.815 |
| | SMM4 | 0.777 |
| | SMM5 | 0.885 |
| | SMM6 | 0.901 |
| | SMM7 | 0.844 |
| Public Attitude | CA1 | 0.902 |
| | CA2 | 0.952 |
| | CA3 | 0.940 |
| | CA4 | 0.915 |
| | CA5 | 0.908 |
| Public Satisfaction | CS1 | 0.944 |
| | CS2 | 0.928 |
| | CS3 | 0.945 |
| | CS4 | 0.916 |

The second validity test is discriminant validity, which is carried out by looking at three criteria: the Fornell-Larcker Criterion, cross-loading, and Heterotrait-Monotrait Ratio. The Fornel-Larcker validity test was carried out by comparing the square root value of the AVE (Average Variance Extracted) for each variable with the correlation between the variables in the model. The variable discriminant validity is achieved when the square of the AVE is greater than the correlation between the different variables (Hair et al., 2017). The validity test result based on the Fornell-Larcker Criterion in this study is shown in table 3 below. The result showed that all the square roots of the AVE on the diagonal of the table are greater than the correlation coefficient between the two variables indicating high degree of discriminant validity.

**Tabel 3. Fornell-Larcker Criterion**

| | CA | CS | SMM |
|---|---|---|---|
| **Attitude Masyarakat (CA)** | 0.923 | | |
| **Kepuasan Masyarakat (CS)** | 0.658 | 0.933 | |
| **Social Media Marketing (SMM)** | 0.620 | 0.892 | 0.852 |

The second discrimination validity test looks at each indicator's cross-loading. The cross-loading value shows the magnitude of the correlation between each variable and indicators of other variables. A measurement model has good discriminant validity if the correlation between the variable and the indicator is higher than the correlation between the variable and the indicator of the other variables. The results of the cross-loading test are shown in table 4 below.

**Tabel 4**
**Result of the Cross loading**

| | CA | CS | SMM |
|---|---|---|---|
| **CA1** | 0.902 | 0.554 | 0.613 |
| **CA2** | 0.952 | 0.594 | 0.545 |
| **CA3** | 0.940 | 0.600 | 0.532 |
| **CA4** | 0.915 | 0.660 | 0.628 |
| **CA5** | 0.908 | 0.621 | 0.534 |
| **CS1** | 0.579 | 0.944 | 0.838 |

JURNAL EKONOMI

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|---|---|---|---|
| **CS2** | 0.742 | 0.928 | 0.814 |
| **CS3** | 0.599 | 0.945 | 0.825 |
| **CS4** | 0.533 | 0.916 | 0.851 |
| **SMM1** | 0.519 | 0.737 | 0.861 |
| **SMM2** | 0.515 | 0.767 | 0.876 |
| **SMM3** | 0.485 | 0.691 | 0.815 |
| **SMM4** | 0.294 | 0.694 | 0.777 |
| **SMM5** | 0.533 | 0.821 | 0.885 |
| **SMM6** | 0.601 | 0.855 | 0.901 |
| **SMM7** | 0.688 | 0.737 | 0.844 |

Based on the results of the cross-loading test, as shown in Table 5 above, shows that there is good discriminant validity because the correlation between the indicators on the parent variable is higher than the correlation value between these variables and other variable indicators.

Furthermore, the reliability of the variables was evaluated by analyzing the values of Cronbach's Alpha (CA), Rho Alpha, Composite Reliability, and Average Variance Extracted (AVE). Table 5 indicates that all three variables have CA, CR & rho Alpha values above 0.7 and AVE above 0.5, which confirms the reliability of the construct (Hair et al., 2017).
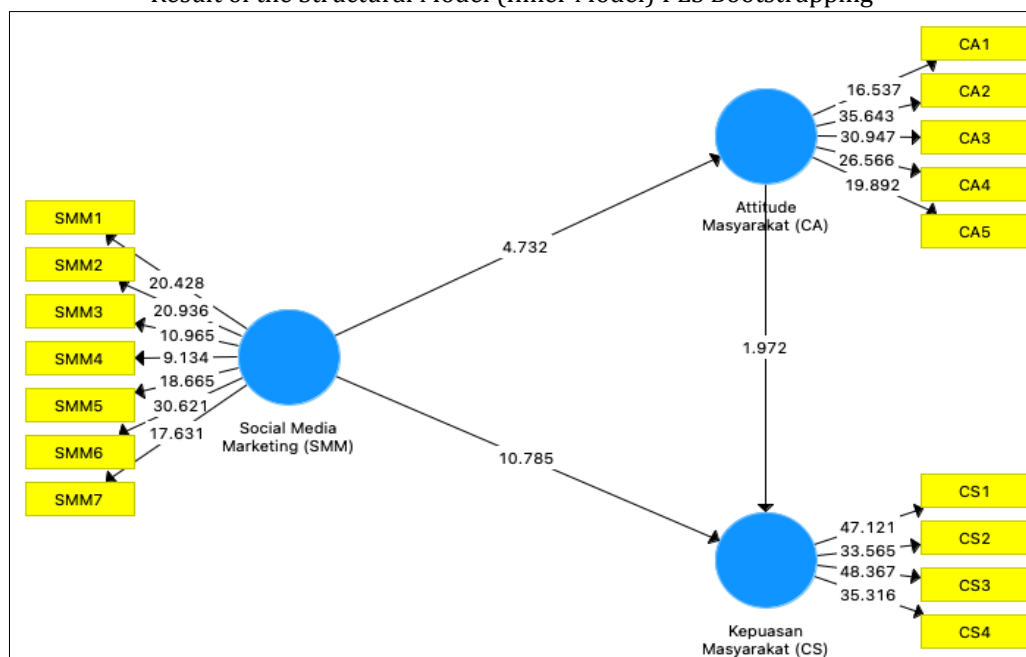
**Table 5**
**Result of the Reliability**

| | CA | rho_A | CR | AVE |
|---|---|---|---|---|
| Public Attitude (CA) | 0.957 | 0.958 | 0.967 | 0.853 |
| Public Satisfaction (CS) | 0.951 | 0.951 | 0.964 | 0.871 |
| Social Media Marketing (SMM) | 0.937 | 0.942 | 0.949 | 0.726 |

### 4.4 Result of the Structural Model (Inner Model)

After testing the measurement model and ensuring that all indicators of validity and reliability are satisfied, the next stage is testing the structural model. This stage aims to test each hypothesis in this study. Structural model testing or hypothesis testing was done by looking at the significance of the path coefficients using the PLS Bootstrapping feature on the SmartPLS statistical software. The results of testing the structural model are shown in Figure 3 and Table 7 below.

**Figure 3**
Result of the Structural Model (Inner Model) PLS Bootstrapping



*The Role Of Social Media Marketing In Local Government Institution To Enhance Public Atitude And Satisfaction - **Miykel S. Poluan, Lefrand. S Pasuhuk, Deske W. Mandagi***

**Tabel 6**
Result of the Structural Model

| Path Relation | STDEV | Estimate | P Values | Keterangan |
|---|---|---|---|---|
| **CA -> CS** | 0.087 | 1.972 | **0.049** | Signifikan |
| **SMM -> CA** | 0.131 | 4.732 | **0.000** | Signifikan |
| **SMM -> CS** | 0.073 | 10.785 | **0.000** | Signifikan |

The results of testing the structural model are summarized in Figure 3 and Table 6. These results provide support for all hypotheses in this study. Related to the first hypothesis (H1), the results of the analysis show that Social Media Marketing (SMM) has a significant and positive influence on public attitudes toward government institutions (CA) ($\beta$=4.732, p-value <0.001). This implies that when the public has a favorable experience with the government's SMM activities, they tend to have a positive attitude toward the government institution. This result aligns with the literature, which shows that social media experience might influence customers' attitudes and behavior toward brands through emotional transfer (Taiminen & Karjaluoto, 2017).

The results of the second hypothesis (H2) also show a positive effect of SMM on public satisfaction (CS) ($\beta$=10.785, p-value <0.001). This corroborates the previous studies on the role of SMM in enhancing public or customer satisfaction (e.g., Agnihotri et al., 2016, Ramanathan et al., 2017; Hanaysha, 2017).

The result also confirms the prediction of H3 that public satisfaction positively influences public attitudes ($\beta$=10.785, p-value <0.001). This implies that public attitude or the degree of favorable or unfavorable evaluation of government social media activities is a pre-condition of their satisfaction (Hussein; et al., 2022). In this sense, when the public evaluates a government SMM initiative as favorable, they tend to have positive emotions and cognitive evaluations of the government institution.

Table 8 displays the results of the goodness of fit model test. According to Ghozali (2011), the primary purpose of the goodness of fit model test is to measure the accuracy of the data distribution of the sample in estimating the actual value statistically. It is known that the criteria for each goodness of fit model indicator are SRMR must be less than 0.08, d_ULS must be greater than 2.00, d_G must be more than 0.9, Chi-Square is less than 5, and NFI is less than 0.9 (Hair et al., 2017). Based on the results shown in table 7, it is found that most of the goodness of fit model indicators are in the range of recommended values. This data indicates that the structural model has a high degree of suitability with the input data in the research sample.

**Tabel 7**
**Goodness of Fit Model**

| | Saturated Model | Estimated Model |
|---|---|---|
| SRMR | 0.074 | 0.074 |
| d_ULS | 0.752 | 0.752 |
| d_G | 0.857 | 0.857 |
| Chi-Square | 420.539 | 420.539 |
| NFI | 0.798 | 0.798 |

## 5. CONCLUSION

The present study focuses on the interplay of SMM effectiveness at the South Minahasa Regency Government institutions. Specifically, it aims to investigate the effect of SMM on public attitude and satisfaction. To achieve this research objective, data collection was carried out through surveys, and structural equation modeling was performed to analyze the data. Based on the result of the data analysis, it can be concluded that SMM has a significant and positive influence on public attitudes. This implies that when the public has a favorable experience with the government's SMM activities, they tend to have a positive attitude toward the government institution. SMM has a significant and positive influence on public satisfaction. In this sense, when the public has a favorable SMM experience, they are more likely to be satisfied with the government institution. Public attitude has a significant and positive effect on public satisfaction. This implies that when the public has a positive evaluation of the government's SMM activities, they are more likely to have a higher satisfaction towards government institutions. Further research it is recommended to include more variables into the model as well as investigate the possible mediating and

moderating variables predicting the effect of SMM on public attitude and satisfaction. Further research can also be carried out in different fields such as general product or services, hospitality or other non-profit institution.

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*The Role Of Social Media Marketing In Local Government Institution To Enhance Public Atitude And Satisfaction - **Miykel S. Poluan, Lefrand. S Pasuhuk, Deske W. Mandagi***

1278

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