BBPPMP Public Relations Strategy in Enhancing Institutional Image Through the Development Program of Sukaresmi Village

Jamil Ridho Bramanta[1], Suparman[2]
[12]IPB University, Indonesia
Correspondent: jamilridho07@gmail.com[1]

ABSTRACT: This study examines the Public Relations strategy of the Center for Agricultural Modernization Development and Application (BBPPMP) in strengthening institutional image through the development program in Sukaresmi Village. The research is grounded in the Strategic Digital Public Relations (SDPR) theory, which emphasizes technology-based communication, data-driven decision-making, and two-way digital engagement. Using a qualitative descriptive method, data were collected through observation, interviews, participation, and literature review to explore the communication processes implemented throughout the program. The findings show that BBPPMP successfully applied the three pillars of SDPR by integrating digital media for program dissemination, utilizing field data to design communication strategies, and fostering dialogic engagement with village stakeholders and local MSME actors. These efforts contributed to improving community understanding, participation, and perception of the institution. However, challenges emerged, including low digital literacy, limited technological infrastructure, and varying levels of community readiness in adopting digital-based communication. Despite these obstacles, the overall implementation of the PR strategy proved effective in supporting institutional image-building and strengthening collaborative relationships with the community.

Keywords: Strategic Digital Public Relations, Institutional Image, BBPPMP, Sukaresmi Village Development, Public Communication.

INTRODUCTION

The development of digital technology has brought significant changes to the communication patterns between government institutions and society. The era of information transparency demands government institutions to deliver information in a more transparent, responsive, and adaptive manner in response to modern communication technology dynamics. The public is no longer satisfied with merely receiving information; instead, they demand accuracy, speed, and openness in every communication process. Public communication now functions as a strategic instrument that builds trust, legitimacy, and a positive institutional image. This aligns with Septiyani (2024) findings, which state that advances in digital technology influence PR concepts and performance PR work today cannot be separated from the use of the internet as the foundation of transparency and public accessibility. These demands place planned communication strategies

as an essential foundation to ensure institutional messages are understood correctly and capable of creating harmonious communicative relationships between government and society.

Public Relations (PR) strategies play an important role as a professional communication approach that helps institutions manage relationships with the public in a directed and systematic manner. PR does not merely facilitate the delivery of information but also involves creating shared understanding, building trust, and maintaining sustainable relationships. Research by Kurniawan & Wijoyo (2025) emphasizes that PR strategies strengthen two-way communication that enables dialogue, evaluation, and message adjustments to meet public needs. Findings from Putri & Priyanti (2024) show that the effectiveness of PR strategies largely depends on an institution's ability to understand audience characteristics, information needs, and the most relevant media choices. This understanding is reinforced by Aji et al. (2023), who highlight that government social media enhances transparency, fosters interaction, and expands opportunities for collaboration with citizens. These studies illustrate that PR is not limited to technical communication practices but also involves an institution's analytical and managerial capabilities in managing relationships with society.

Efforts to strengthen the image of government institutions are highly influenced by the accuracy of PR strategies in communicating policies honestly and openly. Haryanti & Rusfian (2024) reveal that institutional credibility is strongly affected by the quality of public communication, particularly in terms of transparency and data openness. The success of government communication depends on whether messages can reach the public clearly and consistently. The use of digital media broadens communication reach and opens wider public participation through direct interaction on various digital platforms. Amalia & Heriyanto (2025) argue that government PR plays a crucial role in determining the credibility of information and building a positive image through accountability and public transparency further highlighting the importance of public relations in government communication.

Digital transformation in government PR practices is evident in changes in how institutions manage information and build relationships with the public. Abdullah et al. (2024) found that social media creates an interactive space that enables real-time information dissemination while simplifying the evaluation of communication impact through analytical features. These findings show that digitalization is not merely a tool but a new paradigm that requires the government to understand public behavior based on data, content preferences, and interaction patterns. This perspective is consistent with Derivanti (2022) research, which states that Digital PR enables PR practitioners to disseminate information innovatively, engage more closely with the public, and respond quic   kly to feedback through various online channels. Alivia et al. (2024) add that the use of data analytics, creative content, and personal approaches are key factors in creating effective digital communication.

A theoretical perspective on PR transformation in the digital era is explained through the Strategic Digital Public Relations (SDPR) theory. Wachid et al. (2024) describe that the PR function has evolved from conventional communication activities into strategic communication based on technology that is participatory and responsive. SDPR emphasizes three main pillars: digital transformation, data-driven decision-making, and two-way public engagement. These pillars

require PR practitioners not only to disseminate messages but also to create a digital communication ecosystem that allows the public to participate actively and provide feedback. This aligns with Wardhani et al. (2025), who state that PR in the digital era has transformed from merely being a communicator into a digital reputation manager who utilizes data analysis and information transparency to strengthen public trust.

The literature review highlights a research gap regarding the application of PR strategies in village community empowerment programs. Most studies focus on government social media usage, digital public services, or PR strategies within the context of policy communication. Research on the implementation of PR strategies in village development programs that incorporate digital literacy remains limited, even though villages serve as a crucial arena for the success of government communication programs (Nasution et al., 2023). This research gap becomes more apparent when examining the role of technical institutions such as the Center for Agricultural Modernization Development and Implementation (BBPPMP), which implements community empowerment programs as part of institutional duties while simultaneously serving as a means to enhance institutional image.

The novelty of this study lies in the analysis of PR strategies implemented by BBPPMP in the Sukaresmi Village development program. The program not only functions as an empowerment initiative but also serves as a form of public communication based on partnerships between technical institutions and village communities. This analysis provides a new perspective on the application of SDPR theory in the context of strengthening digital literacy, community empowerment, and village branding strategies as part of efforts to enhance government institutional image. This approach positions PR as a facilitator of development, not merely an information disseminator.

This study focuses on answering two main research questions: the PR strategies used by BBPPMP in implementing the Sukaresmi Village development program and the challenges that arise during the communication process. The research aims to explain the forms of PR strategies used to improve institutional image through village development programs and to identify various factors that influence communication effectiveness, both from the institutional and community perspectives. The results are expected to contribute theoretically to studies on digital-based government PR and provide practical benefits for institutions seeking to optimize communication in community empowerment programs.

METHOD

This study adopts a descriptive qualitative research design, chosen to provide an in-depth, holistic, and contextualized understanding of the Public Relations (PR) strategies implemented by the Balai Besar Pengembangan dan Penerapan Modernisasi Pertanian (BBPPMP) in strengthening the institution's image through its village development initiative in Desa Sukaresmi. A qualitative approach is ideal for this research because it focuses on the exploration of communication processes, patterns of interaction, and the lived experiences of individuals involved in program implementation. Rather than measuring variables numerically, the qualitative method allows the

researcher to interpret meaning, uncover underlying motives, and understand social dynamics as they naturally occur. Through this approach, the researcher can grasp the complexities of PR practices, stakeholder engagement, and community responses based on narratives, perceptions, and interpretations provided by the informants.

The informants in this study were selected using purposive sampling, a strategy in which participants are intentionally chosen based on specific characteristics, roles, and relevance to the research objectives. This technique ensures that the data obtained are rich, meaningful, and directly related to the communication strategies implemented by BBPPMP.

The informants consisted of:

- BBPPMP Public Relations personnel, who are directly responsible for designing and executing communication programs.

- Government officials of Desa Sukaresmi, who collaborate with BBPPMP and serve as key partners in the village development program.

- Local MSME actors and community members, who are beneficiaries of the program and play an essential role in reflecting public perception of the institution.

The inclusion of these three groups enables the researcher to collect multi-perspective insights—ranging from institutional strategies and operational execution to grassroots-level experiences and evaluations. This diversity sharpens the credibility of the findings and allows for triangulation of data regarding program communication, challenges, and public responses.

This research was conducted in two primary settings that represent both the institutional and field-based contexts of the PR program:

- Balai Besar Pengembangan dan Penerapan Modernisasi Pertanian (BBPPMP)
  Located at Jl. Tentara Pelajar No. 10, Bogor Tengah, Kota Bogor, this institution serves as the central office where digital content, program campaigns, and PR strategies are developed and managed.
- Desa Sukaresmi, the focal location where the village development program is implemented and where direct interactions with the community occur.

The research activities, including interviews, observations, and participation in field programs, were carried out from September 8 to November 18, 2025. This two-month duration allowed the researcher sufficient time to observe communication routines, participate in PR-related activities, document interactions between BBPPMP and the community, and understand how PR strategies are applied in real-world settings.

Although the researcher serves as the primary instrument in qualitative research responsible for interpreting data, adapting to field conditions, and engaging with informants several supporting instruments were used to improve accuracy, consistency, and depth of data. These instruments include:

- Semi-structured interview guidelines, which ensured that interviews followed a systematic flow while allowing flexibility for informants to elaborate on their experiences.
- Field notes, used to record spontaneous observations, contextual details, visual impressions, and non-verbal communication cues that emerged during fieldwork.
- Audio recorders and cameras, which helped document interviews, activities, and events for further analysis and validation.
- Supporting documents, such as internal reports, PR publications, program proposals, digital campaign materials, and social media content produced by BBPPMP.

These instruments enabled the researcher to capture both verbal and non-verbal data, ensuring a comprehensive understanding of PR strategies and their implementation.

Data collection employed four interconnected techniques, each contributing unique insights and allowing for methodological triangulation:

1. Observation

   Direct observations were conducted to examine real-time communication processes, message distribution strategies, and how PR activities were executed during village development initiatives. Through observation, the researcher gained firsthand insight into the dynamics of institutional community interaction, the flow of information, and the practical challenges that arose in the field.

2. In-depth Interviews

   Interviews were conducted with BBPPMP PR staff, village officials, MSME actors, and community participants. These interviews aimed to uncover detailed information related to PR planning, message framing, communication channels used, perceived barriers, program effectiveness, and public responses toward BBPPMP's presence and initiatives. The open-ended nature of the interviews allowed informants to share nuanced perspectives and experiences.

3. Active Participation

   The researcher engaged as an active participant in several activities, such as socialization programs, community empowerment sessions, and on-site monitoring. This involvement enabled the researcher to observe communication practices from an insider's perspective, understand decision-making processes, and interact directly with stakeholders. Active participation strengthened the contextual understanding of how PR strategies operate beyond formal planning.

4. Literature Review

   A comprehensive review of literature including books, academic journals, institutional reports, and previous studies was conducted to build the theoretical foundation of the research. Concepts related to public relations, digital communication, community empowerment, SDPR frameworks, and organizational image-building were examined to align empirical findings with established theories.

Data analysis followed the Miles and Huberman qualitative analysis model, which is widely used for its systematic and iterative nature. The analysis consisted of three core stages:

1. Data Reduction
   This stage involved selecting, organizing, and simplifying raw data obtained from interviews, observations, and documents. The researcher identified key themes, eliminated irrelevant information, categorized findings based on research questions, and coded important patterns to facilitate deeper interpretation.
2. **Data Display**
   The processed data were presented in the form of descriptive narratives, thematic explanations, and interconnected concepts. Data display helped the researcher visualize emerging patterns, compare stakeholder perspectives, and assess how PR strategies were conceptualized and executed across different contexts.
3. Conclusion Drawing and Verification
   In this final stage, the researcher drew conclusions by identifying relationships between themes, interpreting meanings behind informants' statements, and summarizing the overall effectiveness of BBPPMP's PR strategies. The conclusions were continuously verified by cross-referencing observational notes, interview data, and documents to ensure validity and reliability.

RESULT AND DISCUSSION

The implementation of the Desa Sukaresmi development program demonstrates that BBPPMP has consistently adopted the core principles of the Strategic Digital Public Relations (SDPR) paradigm. The SDPR concept positions the public relations function not merely as an information distributor, but as a strategic actor that manages data-driven communication, leverages digital technology, and fosters continuous dialogical relationships with the public (Wachid et al., 2024). Field findings indicate that the three pillars of SDPR—digital transformation, data utilization, and two-way engagement—have been realized within the program. This confirms that BBPPMP does not merely conduct formal communication, but has developed a participatory and adaptive approach in response to socio-technological changes. Ernungtyas & Boer (2023) note that government social media and official websites can enhance citizen engagement and increase public trust in governmental institutions. Such an approach reflects the need for public organizations to become communicatively relevant actors in the digital era.

Digital Transformation in BBPPMP's Communication Strategy

Digital transformation serves as the main foundation in implementing the Desa Sukaresmi program. The strategic use of social media, integration of instant messaging applications such as WhatsApp Groups, and digital documentation strengthen communication between BBPPMP, village officials, and MSME actors. Teguh et al. (2024) emphasize that digital transformation in governmental institutions is not merely technical, but creates new communication patterns that enable real-time interaction and enhance public participation.

BBPPMP's use of social media helps broaden communication reach and facilitates public access to program information, ranging from training schedules, activity reports, to promotion of village potential. Yuan et al. (2023) highlights that government social media accelerates public policy dissemination and improves institutional transparency perception. This aligns with Manuain et al. (2025), who asserts that social media has great potential in transforming the public sector by strengthening two-way communication between government and citizens and accelerating the dissemination of public service information.

Furthermore, WhatsApp Groups serve as an essential communication channel, particularly in villages with limited information access. The speed of information delivery and ease of access make this platform a practical coordination tool and an effective internal communication medium. Yuen et al. (2024) argue that social media and instant messaging applications are strategic tools for building stakeholder engagement. Arsandi et al. (2024) also note that the characteristics of government digital content significantly influence the level of public engagement, especially in areas with limited digital literacy. This digital transformation is not merely technology adoption, but represents a shift in the village government's communication paradigm—from top-down, one-way communication to a modern model that is participatory, responsive, and sustainable. Kusuma et al. (2024) reinforce this finding by showing that consistent digital communication can enhance public trust in government institutions. Thus, BBPPMP's use of digital platforms plays a significant role in strengthening institutional legitimacy and public image.

Data-Driven Public Relations Practices in Program Strategy Formulation

A key strength of BBPPMP's SDPR strategy is its use of data as a basis for decision-making. Data were collected through field observations, mapping of MSME potential, and in-depth interviews with village officials and community members. This approach shows that BBPPMP does not rely solely on assumptions but genuinely understands the social, economic, and cultural context of the village community as a foundation for program design. This consistency aligns with O'Neil et al. (2023), who argue that modern PR effectiveness is determined by an organization's ability to process data to produce rational, measurable, and impactful decisions.

Practical data usage allows BBPPMP to determine program directions according to community needs: the type of training, teaching methods, forms of publications, and relevant informational content. Alivia et al. (2024) emphasize that digital PR innovation in Indonesia must leverage analytics and public preferences to produce effective content. Similarly, Sarjito (2023) shows that social media plays a major role in public administration when data is used to analyze citizen participation. This approach ensures that public messages are not generic but tailored to specific segments according to the needs and characteristics of Desa Sukaresmi residents.

Moreover, data is also used to monitor public engagement with digital content. Metrics such as interaction counts, comments, and information dissemination allow BBPPMP to evaluate communication effectiveness. Putra & Rusdi (2023) state that government communication strategies based on digital participation analysis can significantly enhance public engagement. This strengthens program legitimacy and impact, as every decision is evidence-based and adapted to

actual field conditions. BBPPMP's data-driven PR practices demonstrate that program communication and design are grounded not only in institutional reasoning but also in social realities, bridging the gap between policy and community needs.

Strengthening Two-Way Engagement in Village Development Program

The third SDPR pillar, two-way engagement, is evident in the Desa Sukaresmi program. Rather than merely disseminating information, BBPPMP encourages the community to actively participate in agenda-setting, collaborative discussions, and the creation of promotional content for the village. Salsabila et al. (2024) stress that modern PR should build public dialogue, enabling citizens to actively provide input instead of merely being communication objects.

This dialogical approach allows residents to express their aspirations, needs, and expectations directly. Al-Omoush et al. (2023) state that two-way interaction via digital platforms positively affects public participation and program effectiveness. Sulaiman et al. (2024) also show that dialogical communication practices on government digital channels improve public interaction outcomes. In Desa Sukaresmi, residents are given the opportunity to participate in deciding training types, content delivery methods, and promotion strategies for village potential, making programs more relevant, accepted, and supported by the community.

The dialogical model also helps build public trust in BBPPMP. When the institution is open to feedback and responds quickly to community aspirations, public perceptions of integrity and care improve. Rachmawati (2023) highlights that in the post-truth era, public engagement must be cultivated through ethical and transparent communication to avoid misinformation and resistance. In addition, involving residents in creating promotional content, such as videos, photo documentation, or local business narratives, demonstrates genuine collaboration between the institution and the community. In Desa Sukaresmi, BBPPMP has actively fostered this environment, turning engagement into a real partnership rather than a formal procedure.

Challenges in Implementing Digital PR Strategy

Despite positive outcomes from SDPR adoption, several challenges emerged during program implementation, primarily related to social, cultural, and technological conditions in Desa Sukaresmi, which affect digital communication effectiveness. One major challenge is low digital literacy, particularly among adults and MSME actors. This limits their ability to read digital information, create content, or use social media as a promotional tool. This finding indicates that technology adoption alone is insufficient; education and community guidance must be integral to PR strategy. Additionally, technology infrastructure limitations, such as unstable internet access or lack of devices, pose significant obstacles. Without adequate networks, digital information dissemination cannot reach all residents, especially in remote areas. Kohar et al. (2025) note that government digital communication strategies often face difficulties when communities lack sufficient understanding or technology access, making direct guidance essential.

A knowledge gap between the institution and community at the program's early stage is also a challenge. Some residents may not fully understand the program's goals or benefits or may be unfamiliar with digital communication patterns. Therefore, face-to-face communication, direct socialization, and intensive guidance are necessary to prevent digital initiatives from feeling alien and unsupported. Furthermore, ethical communication considerations are crucial. If digital content is produced without attention to local culture or community capacity, it may hinder communication effectiveness and create public resistance or distrust. These challenges indicate that SDPR success depends not only on the institution's technological capacity but also on public readiness, infrastructure, literacy, and ethical sensitivity in communication.

Evaluation of SDPR Implementation in Desa Sukaresmi Program

Based on field data and analysis, BBPPMP has successfully implemented the three SDPR pillars consistently and strategically. Digital transformation enhances program socialization and publicity; a data-driven approach ensures program relevance to public needs; and two-way communication fosters active participation and public trust. Yuen et al. (2024) emphasize that strategic use of social media can increase stakeholder engagement and strengthen organization-public relationships. Findings in Desa Sukaresmi support this view, showing increased public participation with higher digital communication intensity. This aligns with Pujiastuti et al. (2025), who demonstrate that regional government social media accounts with interactive and relevant content strategies effectively boost public engagement, confirming that participatory digital approaches are effective in local governance contexts.

Through participatory mechanisms and digital engagement, BBPPMP demonstrates its capacity to facilitate direct government-community interaction, rapid information dissemination, and meaningful partnerships. Fauziah et al. (2024) note that social media plays a critical role in digital government transformation by enabling direct interaction and fast communication. Therefore, BBPPMP's SDPR implementation in Desa Sukaresmi represents a strategic effort to build genuine partnerships with the community, strengthen institutional legitimacy, and enhance public capacity.

Interpretation of Key Findings

The findings of this study indicate that BBPPMP has effectively implemented Strategic Digital Public Relations (SDPR) in the Desa Sukaresmi development program. The three pillars of SDPR digital transformation, data-driven decision-making, and two-way engagement were consistently applied, demonstrating that BBPPMP does not merely conduct formal communication, but has adopted a participatory and adaptive approach in line with socio-technological changes. The use of social media, WhatsApp groups, and digital documentation enabled the institution to expand communication reach, provide real-time information, and facilitate public participation. This aligns with Teguh et al. (2024), who argue that digital transformation in government institutions creates new communication patterns that enhance interaction and public engagement.

The implementation of data-driven PR allowed BBPPMP to base program decisions on accurate social, economic, and cultural information obtained from field observations, MSME mapping, and in-depth interviews with village officials and community members. This approach ensured that program design and communication content were tailored to the specific needs and characteristics of the Desa Sukaresmi population. These results are consistent with O'Neil et al. (2023), who emphasize that modern PR effectiveness depends on the ability of institutions to process data to generate rational, measurable, and impactful decisions.

Moreover, the two-way engagement pillar demonstrated the institution's commitment to dialogic communication, where the public participates actively in planning activities, discussing program strategies, and co-creating promotional content. This practice aligns with Salsabila et al. (2024) and Al-Omoush et al. (2023), highlighting that interactive communication strengthens public participation and program effectiveness. By involving citizens in content creation, such as videos, documentation photos, and narratives of local businesses, BBPPMP not only enhanced message appeal but also fostered a sense of ownership and collaboration between the institution and the community.

Comparison with Previous Studies

The findings corroborate previous research demonstrating the importance of digital PR in government communication. For example, Wardhani et al. (2025) assert that modern PR functions as a reputation manager that leverages data analytics and transparency to strengthen public trust. Similarly, Yuan et al. (2023) emphasizes the role of social media in accelerating policy dissemination and improving perceived transparency. In the context of Desa Sukaresmi, the combination of digital transformation, data-driven decision-making, and two-way engagement illustrates how strategic PR can improve institutional legitimacy, enhance public trust, and foster community participation.

However, the study extends prior knowledge by illustrating challenges unique to rural contexts, such as low digital literacy, limited infrastructure, and the need for direct guidance. These challenges align with Kohar et al. (2025), who note that digital communication strategies are often hindered by inadequate public readiness and technological limitations, highlighting the need for supportive interventions beyond mere technology adoption.

Limitations and Cautions

While BBPPMP's application of SDPR has been effective, several limitations were observed. First, the low digital literacy among adults and MSME actors in Desa Sukaresmi constrained their ability to fully engage with digital platforms. Second, limitations in internet infrastructure and access to digital devices reduced the reach and efficiency of information dissemination. Third, initial gaps in public understanding of program goals necessitated face-to-face communication, socialization, and intensive guidance to ensure program acceptance.

These findings suggest that successful digital PR implementation requires not only technological adoption but also continuous public education, infrastructure support, and ethical sensitivity to local culture. Institutions must combine digital tools with participatory strategies and direct engagement to ensure inclusivity and maximize program impact.

Recommendations for Future Research

Based on the findings, several recommendations can be made:

1. Strengthen Digital Literacy Programs – Enhance the capacity of community members to use digital tools effectively for information access and content creation.
2. Invest in Infrastructure – Improve internet access and availability of digital devices to ensure comprehensive program reach.
3. Maintain Dialogic Communication – Continue two-way engagement practices by involving communities in program planning and content creation to sustain trust and participation.
4. Integrate Data Analytics – Continuously use data to monitor public engagement, evaluate program effectiveness, and adjust communication strategies accordingly.

By implementing these recommendations, BBPPMP can further optimize its PR strategies, ensuring that communication is not only efficient and transparent but also participatory, inclusive, and responsive to public needs.

CONCLUSION

Based on program implementation and analysis of BBPPMP's PR strategy in Desa Sukaresmi, it can be concluded that the institution has applied effective PR strategies through digital media utilization, data-informed planning, and two-way communication that engages village officials, MSME actors, and residents. This approach reflects an adaptive, participatory, and digitally-aligned PR practice that strengthens institutional image while fostering partnerships with the community. Mahadewi & Darma (2024) confirm that adaptive public communication strategies aligned with digital technology developments can enhance message effectiveness and strengthen government branding.

The study also identifies challenges in BBPPMP's PR implementation, especially regarding low digital literacy and limited communication infrastructure, which affect information dissemination and program execution. Other challenges include resource capacity and initial knowledge gaps among community members regarding program objectives. However, these obstacles can be managed through direct communication, intensive guidance, and continuous collaboration with village stakeholders. Overall, the findings indicate that BBPPMP's PR strategy has been effective but requires further strengthening in digital literacy and infrastructure to achieve optimal outcomes.

REFERENCES

Abdullah, A. Z., Nurmiarani, M., & Sadjijo, P. (2024). Transformasi media sosial dalam praktik public relations: Tinjauan literatur. *Jurnal Pendidikan Dan Ilmu Sosial.* https://doi.org/10.54066/jupendis.v2i4.2268

Aji, G., Sukardani, P., Setianingrum, V. M., & Indrajayani, G. G. (2023). Interactivity on government social media to improve public services. *Commentate: Journal of Communication Studies*, *4*(1), 45–56. https://doi.org/10.37535/103004120232

Alivia, T., Sulistiya, A., Kustina, L., Apnil, R. N., Salsabilah, V. A. Q., & Sudadi, S. (2024). Strategi komunikasi humas di era digital. *Tolis Ilmiah: Jurnal Penelitian*, *6*(1), 29–33. https://doi.org/10.56630/tolis.v6i1.658

Al-Omoush, K. S., Garrido, R., & Canero, J. (2023). The impact of government use of social media and social media contradictions on trust in government and citizens' attitudes in times of crisis. *Journal of Business Research*, *159*, 1–11. https://doi.org/10.1016/j.jbusres.2023.113748

Amalia, A., & Heriyanto, Y. (2025). Strategi public relations dalam membangun citra pemerintah: Studi kasus BAPPEDALITBANG Kabupaten Banyumas. *Jurnal Media Public Relations*, *5*(1), 163–171. https://doi.org/10.37090/jmp.v5i1.2272

Arsandi, S. A., Saputro, R. A., & Ahmad, N. (2024). Jenis dan karakteristik konten media sosial instansi pemerintah dan keterikatan pengguna. *Jurnal Studi Komunikasi*, *8*(1), 227–237. https://doi.org/10.25139/jsk.v8i1.6225

Derivanti, A. (2022). The role of government digital public relations in providing innovative information to the public. *Commentate: Journal of Communication Management*, *3*(2), 165–170. https://doi.org/10.37535/103003220227

Ernungtyas, N. F., & Boer, R. F. (2023). The information of government's social media and websites to citizen engagement in Indonesia. *Mediator: Jurnal Komunikasi*, *16*(1), 14–26. https://doi.org/10.29313/mediator.v16i1.2159

Fauziah, A., Nugraha, K., Nuraini, D. F., Ramadhani, L., & Maulana, D. E. P. (2024). Utilization of social media in government transformation in the digital era. *Social Innovation Journal*, *3*(2), 153–162. https://doi.org/10.61391/sij.v3i2.172

Haryanti, S., & Rusfian, E. Z. (2024). Government public relations and social media: Bridging the digital divide on people with social welfare problems. *Jurnal Kebijakan Dan Administrasi Publik*, *28*(1), 45–58. https://doi.org/10.22146/jkap.34602

Kohar, A., Nurhaliza, E., Rahma, S. G., & Puspitasari, Y. (2025). Strategi komunikasi digital dalam meningkatkan partisipasi masyarakat terhadap program pemerintah. *Saber Journal*, *3*(2), 90–98. https://doi.org/10.59841/saber.v3i2.2550

Kurniawan, A., & Wijoyo, S. (2025). Strategic public relations for strengthening public trust in government. *International Research Journal of Business Studies*, *18*(1), 43–51. https://doi.org/10.21632/irjbs.18.1.43-51

Kusuma, A., Dwihantoro, P., & Nova Rizal, M. I. (2024). Digital communication model in increasing public trust. *Commicast*, *5*(3), 450–464. https://doi.org/10.12928/commicast.v5i3.12104

Mahadewi, D. T., & Darma, G. S. (2024). Government public communication strategy through social media in the digital era (Case Study on Bangli Regency Government). *Eduvest: Journal of Universal Studies*, *4*(5), 218–230. https://doi.org/10.59188/eduvest.v4i6.1334

Manuain, A. F., Fanggidae, I. G., & Pandie, A. Y. (2025). Technology-based change management: The potential of social media in public sector transformation. *Journal of Governance and Administrative Reform*, *6*(1), 20–41. https://doi.org/10.20473/jgar.v6i1.68722

Nasution, C., Sobri, K. M., Azhar, A., & Najib, A. (2023). Implementasi kebijakan program keluarga harapan sebagai upaya pengentasan kemiskinan di Kota Medan. *Perspektif*, *12*(4), 1374–1388. https://doi.org/10.31289/perspektif.v12i4.10076

O'Neil, J., Kinsky, E. S., & Ewing, M. E. (2023). Insights from senior communicators: Navigating obstacles, leveraging opportunities, and leading teams to capitalize on data and analytics. *Public Relations Review*, *49*(4), 102362. https://doi.org/10.1016/j.pubrev.2023.102362

Pujiastuti, N. S., Pramucitra, S., & Laksono, A. E. (2025). Evaluation of the Semarang City government's social media performance in increasing public engagement. *Jurnal Indonesia Sosial Sains*, *6*(4), 1301–1317. https://doi.org/10.59141/jiss.v6i4.1694

Putra, M. A. P., & Rusdi, M. (2023). Public communication strategy in increasing community involvement in Central Java. *Kybernology*, *3*(1), 45–61. https://doi.org/10.26618/kjgs.v3i1.12727

Putri, Z. A., & Priyanti, E. (2024). Strategi komunikasi pemerintah dalam meningkatkan partisipasi masyarakat pada program pembangunan di Kelurahan Karawang Kulon. *Jurnal Intervensi Sosial Dan Pembangunan*, *5*(2), 33–45. https://doi.org/10.30596/jisp.v5i2.19425

Rachmawati, F. (2023). Strategi humas pemerintah dalam pengelolaan manajemen isu di era post-truth. *Communicology*, *11*(1), 114–127. https://doi.org/10.21009/COMMUNICOLOGY.031.08

Salsabila, O. L., Hastjarjo, S., & Satyawan, I. A. (2024). Government public relations strategy in the digital age: Social media influencer (SMI) collaboration in building community participation in Madiun Regency. *Informasi*, *54*(1), 89–104. https://doi.org/10.21831/informasi.v54i1.70577

Sarjito, A. (2023). The influence of social media on public administration. *JTPM*, *3*(2), 106–117. https://doi.org/10.33701/jtpm.v3i2.3378

Septiyani, D. A. (2024). Evolusi public relation di era digital: Strategi untuk membangun reputasi di dunia maya. *Jurnal Media Public Relations*, *4*(1), 1–9. https://doi.org/10.37090/jmp.v4i1.1596

Sulaiman, T. N., Kriyantono, R., & Nasution, Z. (2024). Optimalisasi digital public relations melalui dialogic communication pada situs web Pemerintah Kabupaten Mojokerto. *Alignment*, *8*(1), 241–251. https://doi.org/10.31539/alignment.v8i1.14246

Teguh, M., Al Qotrunnada, N., Calysta, K., Bungin, B., & Ahmad, M. K. (2024). Utilizing Instagram for digital government public relations by Diskominfo Jatim. *Komunikator*, *16*(2), 155–166. https://doi.org/10.18196/jkm.24338

Wachid, I. B., Wulandari, M. P., & Nasution, Z. (2024). Evolving human resource dimension in Indonesia's digital public relations landscape. *Jurnal Studi Komunikasi*, *8*(2), 101–118. https://doi.org/10.25139/jsk.v8i2.8267

Wardhani, S. P., Salsabila, N. R., Septia, R., Romlah, R., & Wakhid, A. A. (2025). Public relations innovation in the digital era: Building public organizations' reputations through social media. *Indonesian Journal of Education and Social Studies*, *4*(2), 165–179. https://doi.org/10.33650/ijess.v4i2.13063

Yuan, Y.-P., Dwivedi, Y. K., Tan, G. W.-H., Cham, T.-H., Ooi, K.-B., Aw, E. C.-X., & Currie, W. (2023). Government digital transformation: Understanding the role of government social media. *Government Information Quarterly*, *40*(1), 101775. https://doi.org/10.1016/j.giq.2022.101775

Yuen, K. F., Lee, J. D., Nguyen, C. T., & Wang, X. (2024). Leveraging social media for stakeholder engagement: A case on the ship management industry. *Information*, *15*(11), 693. https://doi.org/10.3390/info15110693