

THE EFFECT OF PARTICIPATORY LEADERSHIP, WORK DISCIPLINE, AND MOTIVATION ON THE PROFESSIONAL COMPETENCE OF TEACHERS AT SDS MUHAMMADIYAH 1 MENGANTI GRESIK

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Abstract

In the digital era like today, social media is developing very rapidly and has become a platform that can be used for various communication purposes and goals, including evaluating public policies. Through it, public participation in national life becomes more widespread and intensive. Public policy evaluation helps ensure that the policies implemented truly meet the needs of the community. This study aims to explore how social media can be used as a tool for evaluating public policies. With a qualitative approach and documentation study, this study formulates the results, namely that social media has a significant role as a tool for evaluating public policies. Through platforms such as Twitter, Facebook, and Instagram, the public can express opinions, criticisms, and suggestions regarding the policies implemented. Data shows that 60% of social media users actively participate in discussions on policy issues, which reflects high involvement. Social media not only functions as a communication channel, but also as a valuable source of data for policy makers to understand public perceptions and assess the impact of policies that have been implemented. The importance of social media in public policy evaluation lies in its ability to provide fast and direct feedback from the public, as well as expand the reach of public participation in the decision-making process.

Keywords: social media, evaluation tools, public policy

A. INTRODUCTION

The development of social media in the digital era has changed the way people interact and communicate with one another. According to the We Are Social and Hootsuite report (2023), there are more than 4.9 billion social media users worldwide, indicating significant growth compared to previous years. Social media functions not only as a platform for sharing personal information, but also as a public forum where social, political, and strategic issues are widely discussed. This phenomenon creates opportunities for citizens to participate in broader debates on public policies that affect their lives.

The role of social media in contemporary society has become increasingly important,

particularly in relation to government transparency, accountability, and public participation. Social media platforms such as Twitter/X, Facebook, and Instagram are no longer used merely for interpersonal communication; they have also developed into public arenas where citizens can express opinions, criticisms, complaints, and suggestions regarding government policies. In this context, social media enables a more open form of two-way communication between citizens and public officials, allowing the public not only to receive policy information but also to respond to and evaluate government actions directly. This condition is significant because traditional models of public policy evaluation often rely on formal reports, surveys, or institutional mechanisms that may not fully capture spontaneous public responses. Therefore, social media can function as an important instrument for identifying public issues, monitoring citizen reactions, and assessing the responsiveness of government institutions to problems experienced by society (Bertot et al., 2012; Villodre, 2025).

The importance of public policy evaluation cannot be separated from the need to ensure that implemented policies remain relevant, effective, and responsive to public needs. In the era of digital transformation, policy evaluation is no longer limited to assessing administrative outputs, but also involves understanding public perceptions, social impacts, and citizen acceptance of government programs. Social media provides a valuable source of real-time public data because citizens often use these platforms to communicate their experiences, dissatisfaction, expectations, and support for certain policies. However, such data must be interpreted carefully because social media conversations may contain bias, emotional responses, misinformation, or unequal representation of social groups. For this reason, public feedback collected through social media should be used as a complementary source of evaluation data and combined with other methods such as interviews, surveys, document analysis, and official performance indicators (Mavrot et al., 2025; Simonofski et al., 2021).

In this context, the present study aims to examine how social media can be used as a tool for evaluating public policy through a qualitative approach. A qualitative approach is appropriate because the interaction between citizens and policymakers on social media contains meanings, narratives, emotions, and social contexts that cannot be fully understood through numerical data alone. Through qualitative analysis, the study can explore how citizens construct criticism, how public issues become visible in online discussions, and how policymakers respond to digital public feedback. This approach is also useful for identifying the strengths and limitations of social media-based policy evaluation, particularly in relation to transparency, citizen engagement, public trust, and the quality of policy responsiveness. Thus, the study is expected to contribute to a deeper understanding of how digital public participation can influence the evaluation and improvement of public policy (Simonofski et al., 2021; Villodre, 2025).

Based on this background, this study is expected to provide deeper insights into the role of social media in public policy evaluation. Through qualitative analysis, the study can explain how citizens use social media to express policy-related opinions, how public criticism emerges and circulates, and how policymakers can interpret such feedback as part of policy learning. The findings are also expected to offer practical recommendations for policymakers in using social media more effectively, not only as a communication channel

but also as a source of evaluative information. More importantly, the use of social media in policy evaluation needs to be supported by clear analytical procedures, ethical data handling, and awareness of representational bias so that public feedback can be transformed into meaningful input for policy improvement. In this way, social media can strengthen the relationship between government and citizens while supporting more inclusive, transparent, and evidence-informed public policy evaluation (Boulianne, 2015; Mavrot et al., 2025; Simonofski et al., 2021).

B. LITERATURE REVIEW

E-Participation Theory

E-Participation Theory explains how digital technologies enable citizens to participate in public decision-making, policy discussion, and government evaluation through online platforms. In the context of this study, social media becomes a participatory space where citizens can express opinions, criticisms, suggestions, and policy responses more quickly than through conventional participation channels. This theory is relevant because public policy evaluation increasingly requires citizen feedback that is open, interactive, and accessible across social groups. Social media can strengthen public participation when government institutions are able to listen, respond, and convert digital public input into policy learning. E-participation is closely related to the use of social media and digital participation platforms to support policy-making and improve the connection between citizens and public authorities (Simonofski et al., 2021). Indicators:

- Digital public participation
- Citizen feedback
- Online policy discussion
- Accessibility of participation
- Government responsiveness
- Two-way communication

Public Policy Evaluation Theory

Public Policy Evaluation Theory explains the systematic assessment of policy design, implementation, outcomes, and impacts to determine whether a policy meets public needs. In this study, the theory is relevant because social media can function as a source of public feedback for assessing whether government policies are effective, responsive, and accepted by citizens. Policy evaluation is not only concerned with whether a policy has been implemented, but also with whether the policy produces meaningful benefits, minimizes negative effects, and reflects public expectations. Through social media, policymakers can identify public complaints, policy weaknesses, emerging problems, and community perceptions after a policy is implemented. Recent evaluation literature emphasizes that evaluation criteria must be clearly defined because policy success can be assessed through dimensions such as effectiveness, relevance, efficiency, impact, public acceptance, and social justice (Mavrot et al., 2025). Indicators:

- Policy relevance
- Policy effectiveness
- Policy efficiency

- Policy impact
- Public acceptance
- Responsiveness to public needs
- Evidence-based policy improvement

Policy Analytics and Social Media Analytics Theory

Policy Analytics and Social Media Analytics Theory explains the use of digital data, analytical techniques, and public opinion mapping to support policy formulation, implementation, and evaluation. In this study, social media data can be analyzed to understand public sentiment, dominant issues, criticism patterns, and citizen responses toward certain public policies. This theory is relevant because public policy evaluation in the digital era requires not only formal reports, but also real-time public data generated through online interactions. Social media analytics can help policymakers transform unstructured public comments into useful information for identifying policy problems and improving government responses. Policy analytics frameworks emphasize that data from social media and e-participation platforms can support the policy cycle when combined with techniques such as sentiment analysis, topic identification, data filtering, and dashboard-based interpretation (Simonofski et al., 2021; Weng et al., 2021). Indicators:

- Social media data collection
- Sentiment analysis
- Issue identification
- Public opinion mapping
- Data filtering and classification
- Interpretation of public feedback
- Policy recommendation based on digital data

C. RESEARCH METHODOLOGY

The qualitative approach in this study was chosen to deepen the understanding of the function of social networks as a tool for evaluating state policy. Through this approach, the researcher can explore the perspectives, experiences, and perceptions of individuals involved in political discussions on social networking platforms. According to Creswell (2014), the qualitative approach focuses on the collection of non-numerical data that provides insight into patterns, themes, and meanings within a social context.

In this context, the use of a qualitative approach is highly relevant because public policy is often influenced by complex social dynamics that cannot be measured solely through numbers. The reason for selecting a qualitative approach is also related to the nature of social networks as spaces of interaction with rich nuances. Social networks function not only as communication platforms, but also as arenas that allow various voices and opinions within society to be heard. This is in line with Denzin and Lincoln (2011), who state that qualitative research provides researchers with space to explore the context and meaning of social phenomena. Thus, the qualitative approach enables the researcher to capture various perspectives that emerge when evaluating public policy through social media.

In this study, data collection techniques are carried out through two main methods, namely social media observation and content analysis of social media platforms. Social

media observation is conducted by examining interactions and discussions that occur on various platforms such as Twitter, Facebook, and Instagram. Through this observation, the researcher can identify trending topics, public sentiment, and communication patterns that emerge in relation to certain public policies.

Data analysis in this study uses qualitative analysis techniques, such as thematic analysis. According to Braun and Clarke (2006), thematic analysis enables researchers to identify, analyze, and report patterns or themes within the data. The process begins with the researcher becoming familiar with the data, followed by initial coding and the search for relevant themes. In this way, the researcher can organize data into more structured categories, making it easier to draw meaningful conclusions.

The data verification process is also an important part of the analysis. To ensure the accuracy and validity of the findings, the researcher can use data triangulation, namely by comparing information from various sources and data collection methods. For example, interview results can be compared with the results of content analysis to examine consistency and differences in public attitudes. In addition, participant verification may also be used, allowing respondents to review and provide feedback in order to improve the reliability of the research findings (Lincoln & Guba, 1985). Therefore, the qualitative approach used in this study provides detailed information about the operation of social networks as a tool for evaluating state policy. By combining various data collection methods and systematic analysis, this study is expected to make a significant contribution to understanding the role of social media in the context of public policy.

D. RESULT AND DISCUSSION

Social Media as an Evaluation Tool

Social media has become an inseparable part of modern society, especially in the context of public policy. The definition of social media includes digital platforms that allow users to interact, share information, and build communities. In the context of public policy, social media functions as a tool for collecting public opinion, encouraging debate, and increasing transparency. According to the Pew Research Center (2021), more than 70% of adults in the United States use social media, indicating the great potential of these platforms to reach a wide audience in the policy evaluation process.

Public health policies, such as the COVID-19 vaccination program, provide a good example of the use of social media in policy evaluation. In Indonesia, the government uses platforms such as Twitter and Instagram to disseminate information and collect public opinion. Through online surveys and social media polls, the government can measure the level of public acceptance of vaccination and identify common concerns. This shows how social media can serve as a bridge between policy and the general public, while providing a more open space for dialogue.

However, it is important to note that the use of social media as a policy evaluation tool is not always successful. There are challenges in interpreting data obtained from social media, particularly those related to the presentation and accuracy of information. For example, an analysis by Guo et al. (2020) shows that although social media can provide valuable information, the data generated are often influenced by factors such as algorithms and current

trends, which may lead to biased policy evaluations. In this context, policymakers need to understand that social media is not a perfect source of information. Therefore, it is important to combine social media data with other evaluation methods, such as traditional surveys and statistical analysis, in order to obtain a more holistic picture of public reactions to government policies. When used properly, social media can become an effective tool for evaluating public policy.

Advantages of Using Social Media

One of the main benefits of using social media to evaluate public policy is that it increases accessibility and public engagement. Social media allows people to express their views more easily and quickly than traditional methods. According to the We Are Social and Hootsuite report (2023), active social media users in Indonesia have reached more than 170 million, creating a major opportunity for the government to reach a wider and more diverse audience. This is especially important in the context of public policy, where public participation can influence policy outcomes.

Rapid responses to political issues are another benefit of social media. In emergency situations such as natural disasters or health crises, the government can use social media to inform the public in real time and receive immediate feedback. For example, during the 2018 Central Sulawesi earthquake, the government and non-governmental organizations used social media to inform the public and collect data on emergency needs in the field, demonstrating how social media can act as an effective communication channel in crisis situations.

The diversity of views and opinions obtained through social media is also an added value in policy evaluation. Social media platforms allow people from different backgrounds to share their perspectives, creating space for more inclusive discussion. According to Boulianne's (2019) study, the diversity of voices emerging on social media can provide broader insights into how certain policies are perceived by various segments of society. This is important to ensure that public policies do not merely reflect the interests of a minority, but also the needs and aspirations of the wider community.

However, despite its many advantages, the use of social networks in policy evaluation must be approached carefully. Policymakers should understand that not all voices on social networks carry the same level of importance or representativeness. Therefore, it is important to analyze data collected from social networks carefully by considering the context and background of users. In this way, social networks can be used effectively to improve public participation and the quality of public policy evaluation.

Disadvantages of Using Social Media

Although social media has many advantages, it also has several limitations that need to be considered in evaluating public policy. One of the main limitations is the risk of misinformation and bias. In an era of fast-moving and often unverified information, fake news and rumors can easily spread across social media platforms. According to the Digital 2023 report, around 42% of social media users in Indonesia reported being exposed to misinformation. This can influence public perceptions of certain policies and lead to decisions that are not evidence-based.

The limited representation of social media users is also a major issue. Although social

media provides broader access, not all segments of society are proportionally represented. Smith's (2021) research shows that certain groups, such as older adults and those living in rural areas, tend to be less active on social media compared to younger generations or people living in large cities. This can cause bias in the data collected and leave the voices of certain groups underrepresented in the policy evaluation process.

Data analysis challenges must also be considered. Data obtained from social networks are often qualitative in nature and require strong analytical methods to produce meaningful information. Methods such as thematic analysis and sentiment analysis can be used, but they require specific expertise and a detailed understanding of social and cultural contexts. According to a study by Friggeri et al. (2014), improper analysis can lead to inaccurate conclusions and policy implementation that does not meet community needs. Therefore, it is important for policymakers to recognize these limitations and not rely solely on social media data when evaluating policies. Instead, these data should be combined with other evaluation methods, such as surveys and interviews, to obtain a more complete picture of public responses. A balanced approach can maximize the potential of social media as a policy evaluation tool while minimizing the associated risks.

Case Studies

In the context of using social media to evaluate public policy, several interesting examples can be analyzed. One of them is the use of Twitter by the Jakarta City Government in flood control efforts. During the rainy season, the government actively monitors and responds to residents' complaints through Twitter. Residents can report flooded locations using specific hashtags and request assistance. An analysis by Setiawan and Prabowo (2022) shows that the government's quick response on social media not only increases public trust, but also contributes to more effective decision-making in flood management.

Another interesting case is the use of Facebook by the Indonesian Ministry of Health in public health campaigns. During the COVID-19 pandemic, the ministry used the platform to disseminate information about health protocols and vaccination. Through content analysis, it was found that positive public interaction with vaccination-related posts helped increase awareness and participation in the vaccination program. A study by Hidati and Susanto (2021) shows that social networks function as an effective educational platform for improving public understanding of health issues.

However, not all cases produce positive outcomes. In evaluating policies related to waste management in several major cities, social media is often filled with public criticism and complaints. Such criticism is indeed important, but Rahman's (2023) analysis shows that negative voices often dominate the discussion, creating the impression that the policy has failed. This demonstrates the importance of understanding the context and nuances of data obtained from social media, as well as the need for strategies to explore more balanced perspectives.

The lessons learned from these cases indicate the importance of active government engagement on social media and the need for effective communication strategies. It is also important to apply appropriate analytical methods to understand the data obtained. Thus, social media can be optimally utilized as a tool for evaluating public policy.

Implications for Public Policy

Based on the discussion above, several recommendations can be proposed for policymakers regarding the use of social media as a tool for evaluating public policy.

- First, it is important to train policymakers on how to use social media effectively. This training should include an understanding of communication strategies, data analysis, and social media dynamics. This capacity building will prepare policymakers to respond to public comments and use this information in their decision-making processes.
- Second, policymakers should develop more interactive platforms on social networks. Instead of merely delivering information, they should create spaces for discussion and dialogue with the public. For example, holding live question-and-answer sessions or online discussion forums can increase public participation and provide a better understanding of public opinion regarding certain policies. This can also help build trust between the government and citizens.
- Third, strategies to improve the effectiveness of policy evaluation through social media should include the development of clear indicators to measure public responses. Policymakers need to establish indicators that can be used to evaluate policy success based on feedback received through social media. In this way, policy evaluation can be conducted in a more systematic and data-based manner.
- Fourth, it is important to integrate social media data with other evaluation methods, such as surveys and interviews. This mixed approach provides a more complete picture of public responses to public policies. Integrating various data sources helps policymakers make more accurate decisions that respond to community needs.

By adopting these recommendations, policymakers can maximize the potential of social media in evaluating public policy. This will not only improve the quality of the policies developed, but also strengthen government–society relations, thereby creating a more inclusive and responsive policy ecosystem.

E. CONCLUSION

This study shows that social networks play an important role as a tool for evaluating state policy. Through platforms such as Twitter, Facebook, and Instagram, the public can express their opinions, criticisms, and political responses. Data show that 60% of social media users actively participate in policy discussions, reflecting a high level of public participation (Statista, 2023). Social networks function not only as communication channels, but also as valuable data sources for policymakers to understand public perceptions and assess the impact of policy implementation.

The importance of social media in evaluating public policy lies in its ability to provide fast and direct public feedback, as well as to expand the scope of public participation in the decision-making process. For further research, deeper exploration of social media data analysis methods is encouraged, including the use of artificial intelligence to identify trends and patterns in public opinion. Longitudinal studies can also provide insights into how public perceptions of certain policies change over time.

Furthermore, best practices for using social media in policy evaluation should include the development of clear guidelines to minimize misinformation and bias. Policymakers

who use social media as an evaluation tool should involve communication and data experts in developing effective and accurate communication strategies.

In the future, the relationship between social media and public policy will greatly depend on their ability to adapt to technological developments and changes in public behavior. Social media has the potential to become a more inclusive and representative tool in the policy evaluation process, provided that existing challenges can be properly addressed.

The hope for increased public participation in the policy evaluation process depends heavily on joint efforts among the government, scholars, and civil society to create spaces for constructive and transparent dialogue. Thus, social networks can serve as a bridge between policymakers and the public, encourage broader participation, and improve the quality of national policies.

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