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# **Risk Information Management and Social Media Platforms: A Strategic Agility of Local Governments to Prevent the COVID-19 Pandemic**

## **Jamaluddin Ahmad**

Department of Public Administration, Universitas Muhammadiyah Sidenreng Rappang, Indonesia.  
E-mail: jahmadlado@yahoo.co.id

## **Nuraini Kasman**

Department of Indonesia Language, Universitas Muhammadiyah Sidenreng Rappang, Indonesia.  
E-mail: nurainikasman@gmail.com

## **Hariyanti Hamid**

Department of Public Administration, Universitas Muhammadiyah Sidenreng Rappang, Indonesia.  
E-mail: tantistisip@yahoo.co.id

## **Erfina Erfina**

Department of Public Administration, Universitas Muhammadiyah Sidenreng Rappang, Indonesia.  
E-mail: erfina.erul85@gmail.com

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## **Abstract**

This study aims to analyze risk management information models, differences in information on social media, and local governments' strategic agility during the COVID-19 Pandemic. The method in this study uses qualitative content analysis and the Nvivo-12 Plus analysis tool. Based on data analysis, risk information through social media has not built a stronger client relationship between government and society. Information content uses videos, pictures, short news, the news itself, and news from other media. The local government's Facebook account's social media functions are divided into three categories: First, providing information related to the spread of the pandemic. Second, the reporting situation, this category conveys information about the condition of government activities, building personal branding in the form of assisting; this function can take the form of overcoming COVID-19 through the provision of disinfectants, use of sanitizers, and providing health education. Third, dialogue related communication, risks, health standards, and public services, as a campaign to be aware of the surrounding conditions. The implication is that strategic agility consisting of sensitivity, leadership unity, and resource fluidity is important.

## **Keywords**

Risk Information Management, Social Media, Strategic Agility, COVID-19 Pandemic.

## **Introduction**

Emergencies that occur during the COVID-19 pandemic have caused all aspects of life to undergo rapid changes. People around the world, during this period of crisis, face situations that impact health (Lee et al., 2021), ranging from mental health such as panic, phobias, health anxiety, sleep disorders to symptoms such as dissociative (Kar et al., 2020). It has even caused sudden death in almost all countries, so that on March 11, 2020, COVID-19 was declared a pandemic by the World Health Organization (WHO) (Lee et al., 2021). The number of people affected is increasing, and countries are starting to report new cases every day. There are widespread panic and anxiety associated with unknown diseases (Velavan & Meyer, 2020). Despite the increased attention to risk management in the public sector, Given that risk management in the public sector risks becoming a “black box” (Bracci et al., 2021). Local governments have an interest in implementing good risk management.

In a situation like this, the public needs information and communication related to a pandemic. The community needs information related to its characteristics, the situation of its spread (Wu & McGoogan, 2020), ways of prevention, treatment, and coping strategies (Li et al., 2020). One level of spread that is known is through human interaction with other humans (Dong et al., 2020) so that people must reduce their activities, diligently wash their hands, diligently wear masks, and the habit of maintaining the distance between one person and another (Milani, 2021). The public needs this kind of information because it can break the chain of transmission of COVID-19.

Therefore, experts introduced various technology platforms to provide information to the public officially. Information related to solutions, correct information is no a hoax, and real-time authentication information for information gathering (Jung & Agulto, 2020). Technology platforms are expected to be in the form of the Internet of Things, social media, websites, etc. This has happened in many big cities to people living in rural areas (Purnomo et al., 2021). Social media platforms are one of the most commonly used ways of doing activities today (Maharani et al., 2021). The social media that are most used daily are Facebook, Instagram, Snapchat, and Twitter (Steinsbekk et al., 2021). Health information can be disseminated through various forms through social media such as blogs, podcasts, tweets, Facebook, and YouTube videos (Maharani et al., 2021). Social media provides information that identifies the scene of the incident and transfers real-time

information, correct information, and public services' efficiency (Purnomo et al., 2021). The point is that social media can increase service efficiency, report on the scene, and real-time.

Thus, the government or local government has the authority and responsibility to provide information to the public about COVID-19 in real-time, report the scene of the incident, and the efficiency of public services how the government uses social media, especially social media, which is widely used by the general public. This is the focus of this research. A Government agility approach is needed, namely a government that has the ability to have sensitivity, leadership unity, and resource fluidity (Debellis et al., 2020). Local governments can understand the needs of the environment or the needs of the people they lead. The local government can unite and embrace all stakeholders and local governments that can optimize their human resources to be used for the public interest.

Using a methodological approach, analysis of risk information management using social media is one approach to understanding the strategic agility of local governments during COVID-19. The analysis used is the analysis of official social media content belonging to the local government. However, previously described the importance of the public getting information about COVID-19, the use of technology platforms, and local governments' strategic agility. The selected Facebook account social media platform with Facebook in mind is more common and widely used. Facebook is preferred over Twitter as a means of participating in local governance (Alsalihi, 2020). Makassar City is the South Sulawesi province's capital city with the fifth-highest number of COVID-19 cases in Indonesia and Palopo City as one of the contributors to COVID-19. However, the local governments in these two cities do not impose a total lockdown, which impacts high community mobility. The method in this study uses qualitative content analysis and the Nvivo-12 Plus analysis tool. Local government Facebook data is used as the main data source.

## **Literature Reviews**

### **Social Media**

#### **Social Media Literacy**

Concern over fake news has sparked renewed interest in various media literacy forms (Jones-Jang et al., 2019). Fake news is obtained from irresponsible sources of information. Media literacy is considered the ability to use, understand, and create media content in various contexts (Rasi et al., 2021). Understanding what the public knows about COVID-19 and identifying beliefs based on misinformation can help establish

effective public health communication to ensure efforts to reduce virus transmission are not compromised (Pickles et al., 2021). The importance of digital literacy, which can take the form of social media literacy in various forms. Various social media literacy goals, including to build stronger client relationships in seller-buyer interactions, to bring together job seekers and job applicants (X. Zhao & Guan, 2021), to help citizens connect online and more quickly organize collective action to exert pressure when government performance is not in line with community expectations (Wiraniskala & Sujarwoto, 2020), and so on.

### **The Importance of Social Media Information**

For digital literacy competencies for learning purposes, social media is seen as a tool, as a process, as collaboration, and as participation (Manca et al., 2021). Likewise, COVID-19 is a virus that is spreading around the world. Countries need accurate information to prevent symptoms and diseases (Purnomo et al., 2021). Social media as a communication tool to quickly respond to environmental conditions, Facebook can quickly avoid spreading hoax information and vice versa (Rampisela et al., 2021). Social media as a risk management process and collaboration towards changing perspectives from all organization elements (Fromm et al., 2021). As well as social media as a form of active participation providing useful information for the community, when a critical incident occurs, timely location-based status messages (known as warnings) are delivered by witnesses who are present at the scene to the authorities, which are an important part (Qureshi et al., 2021). Social media information is urgently needed in emergencies such as the COVID-19 pandemic.

### **Characteristics of Information on Social Media**

Social media literacy is a skill, knowledge, conceptual change, and agent of change in society (Manca et al., 2021) that requires information. Therefore, social media information characteristics take various forms based on social media data (Fromm et al., 2021). First, information that reports the situation directly to various real activities in the field (J. Zhao et al., 2021). This information supports situation awareness, crisis communication, and citizen volunteers' integration in emergency management (Fromm et al., 2021). Second, the information is in the form of dialogue because stakeholders can react to social media actions (Wiraniskala & Sujarwoto, 2020). There is actual community engagement, not just informing or basic communication (Johnson et al., 2020). Third, the information in obtaining informational, emotional, and peer support that helps

self-management (J. Zhao et al., 2021) to share information and knowledge (Rampisela et al., 2021) so that there are efforts to prevent and avoid situations caused by disasters.

Health information on social media offers informational, emotional, and peer support (Fromm et al., 2021). Health information on social media can function like medical interventions in shaping the understanding of treatment, symptom management, and trust in physicians (J. Zhao et al., 2021). The strength of social media use can predict symptom management, suggesting that those who use social media more productively and efficiently report better symptom management (Wiraniskala & Sujarwoto, 2020).

### **Risk Information Management and Strategic Agility using Social Media**

#### **Government activity on Social Media**

A government that actively uses social media tends to have a competitive advantage and a higher commitment to transparency (Silva et al., 2019). Social media is beneficial for the government because it provides insights into the best ways to improve public services' effectiveness (Haryanti & Rusfian, 2019). Government posts Facebook is primarily used to advocate for the government's agenda by educating citizens to change behavior (Reddick et al., 2017). Local government activities on social media are positively influenced by their level of commitment to transparency (Silva et al., 2019).

#### **The Importance of Social Media for Local Government**

Social media serves as a contested space, where the dynamics of interaction can generate elite groups (Hermida, 2015), promote themselves for career goals (X. Zhao & Guan, 2021), and spur someone to act in a collaborative or participatory way (Manca et al., 2021). The space for social media platforms is up for grabs because it can increase community social contact (Twizeyimana & Andersson, 2019). Social contacts allow individuals to become more connected, more collaborative, and with wiser thinking who can now value multiple perspectives (Manca et al., 2021), for example, determine political choices for electing government in elections. The point is that local governments who control social media will have a competitive advantage, social capital, and electability capital.

#### **The Strategic Agility Approach**

The strategic agility approach is important to be associated with an analytical perspective that focuses on applying technology in concrete work practices (Dittrich et al., 2005). Information technology (IT) improves human resources and accountability through citizen

governance as a result of social media data (Mutiarin et al., 2019). Government agility uses technology and strategic agility to deal with change. Strategic agility consists of strategic sensitivity, leadership unity, resource fluidity (Debellis et al., 2020). Strategic sensitivity is the sharpness of perception and attention to strategic developments (Doz, 2020). Leadership unity is government leaders' ability to encourage internal members to commit collectively to agreed strategic changes (Debellis et al., 2020). Resource fluidity is the ability to customize, adapt, and reconfigure business systems (Rzepka & Bojar, 2020).

Concerning the health information on social media, strategic agility has a sharp perception of the spread of diseases and viruses. Local government leaders' ability to encourage internal agencies to have a collective commitment to the agreed changes. The ability to adjust innovation performance, adapt to environmental changes and reconfigure information resources' fluency for society's benefit.

## **Research Methods**

This study uses Qualitative Data Analysis (QDA) with computer programming assistant Nvivo 12 Plus (Nurmandi et al., 2020). Data translation in this study uses Nvivo 12 Plus as a qualitative data analysis tool that translates data through several stages, (1) creating a new project, (2) preparing documents, (3) coding data. (4) analysis, and (5) comparing (Purnomo et al., 2021). This research answers three problem formulations related to the function of the communication and information office during COVID-19. This research collects Facebook accounts using capturing (N-capture google) data related to COVID-19 information. Data collection starts from January 1, 2020 - January 1, 2021. This research chooses the local government's official Facebook account through the communication and information office, which routinely provides information. We chose the information and communication agency because it has the direct responsibility to provide information to the public correctly and accurately to avoid hoaxes. Sources of data were obtained through Facebook accounts and the official website of Makassar City and Palopo City. This study chooses an official account as a valid source of information.

RQ1: How is the risk management information model on Facebook accounts implemented by local governments?

RQ2: What is the difference between the information conveyed on the Facebook account between Makassar City and Palopo City?

RQ3: How does strategic agility use social media based on the results of the local government's Facebook account analysis?

## Finding and Discussion

### Finding

Local governments, both in provinces and regency in Indonesia, make it natural to use Facebook as a tool for communication services between communities because Facebook provides various functions or features to support information disclosure to the public and is supported by a fairly strong information security level. From January to December 2020, the use of Facebook social media about COVID-19, the Communication and Information Office took an important role in reporting information about COVID-19. Some of the information referred to includes monitoring, distribution, alertness, distribution maps and tables, prevention strategies, and direct assistance to the community. This information is packaged in the form of news, which is then conveyed to the official Facebook account of the communication and information office. Figure 1 explained that in March, Makassar City and Palopo City experienced an increase in news coverage. Even the city of Makassar in June experienced the highest coverage, namely 9 times, this trend began to increase from March to June. In July, the news has started to decline; even in October, there was no information about COVID-19. However, in November and December, it started to rise again, as depicted in Figure 1.

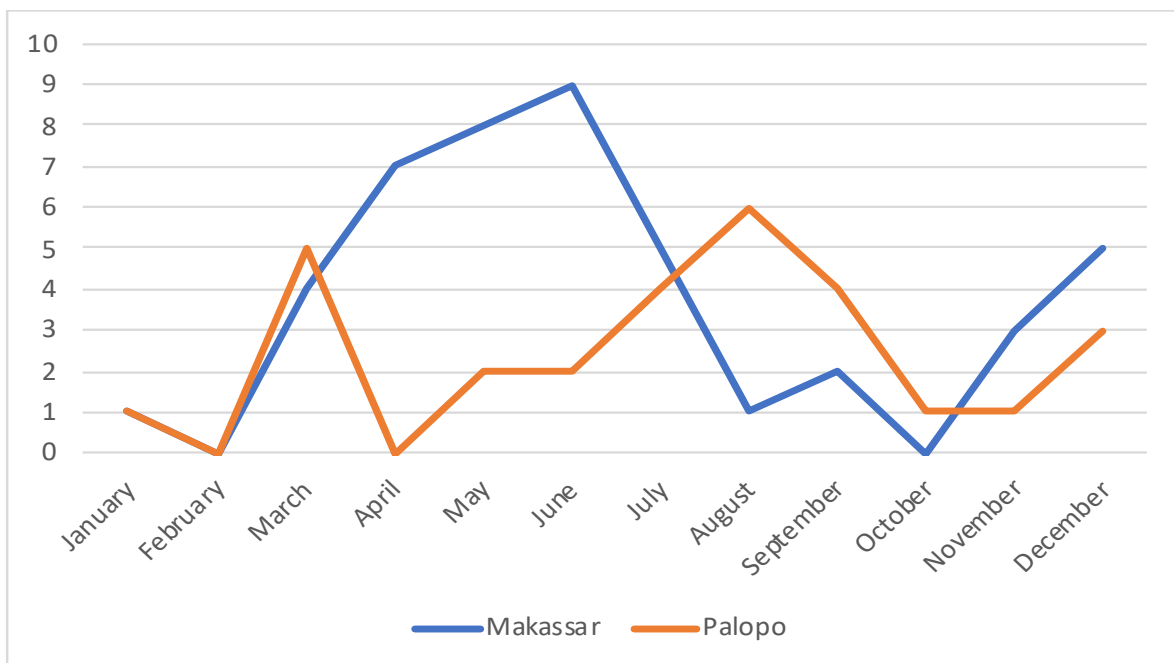


Figure 1 COVID-19 2020 Information

Most news or information is about monitoring, impact maps, impact distribution, and COVID-19 assistance during 2020. However, the response from the public to the news



has fluctuated. To provide responses or emotions related to news mostly delivered in April, May, and June in Makassar City. While in Palopo City, the most emotion is in August and September, see picture 2.

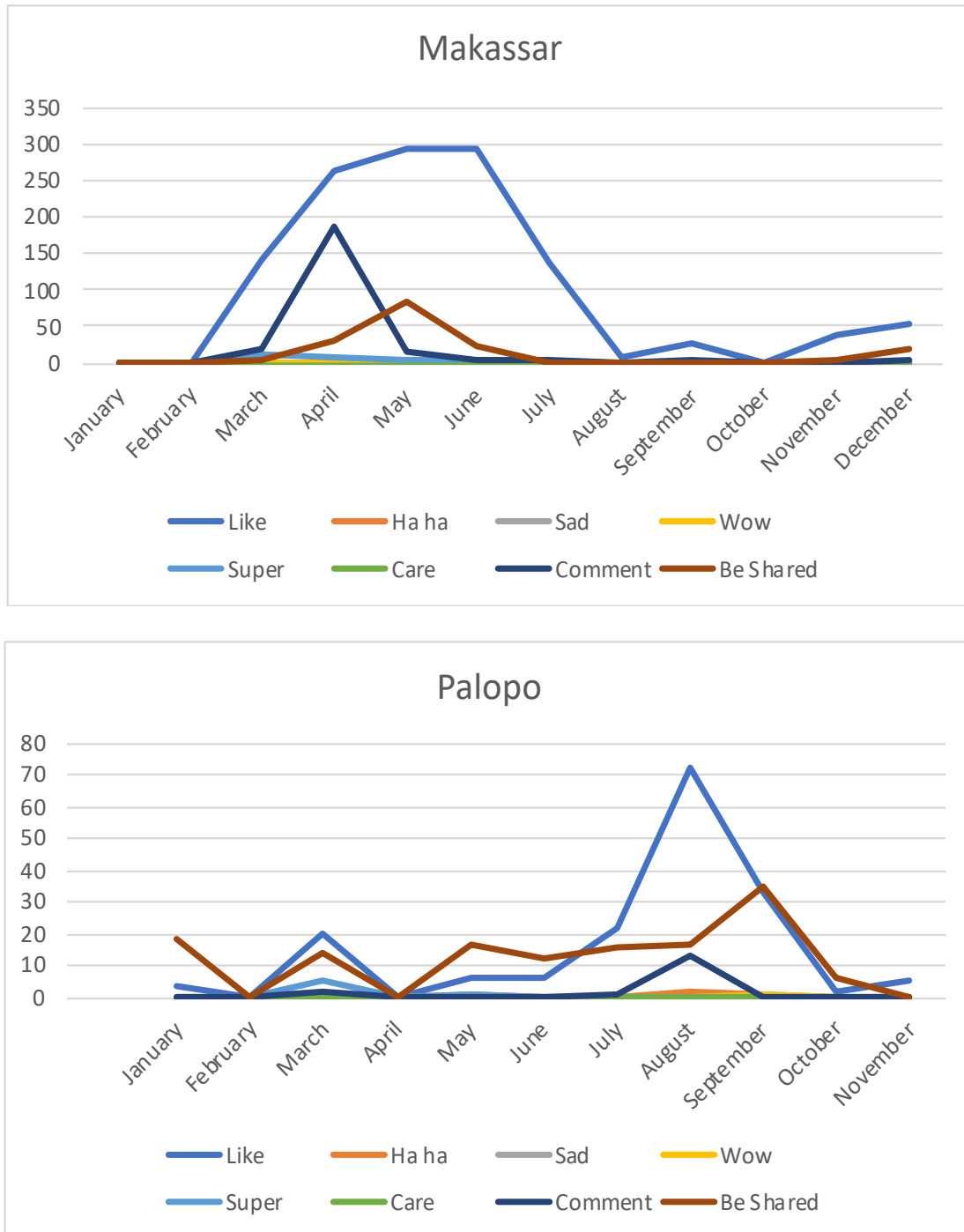


Figure 2 Responses to Information

Responses in the form of "likes" occurred more in April, May, and June. The information that received the most "likes" was the information on the Nine staples' assistance packages or foodstuffs provided to the community. This was followed by information about the prevention movement carried out by the city government. However, it is different from the information in the form of monitoring, distribution maps, and COVID-19 distribution tables that the public has not responded to.

The response in the form of "comment" occurred in April because the activity being informed was a package of nine foodstuffs in that month. As well as comments regarding the government's efforts to implement a systematic prevention movement. Responses in the form of "be shared" occurred in May, especially the latest information packaged in the form of distribution tables, distribution maps, and strategies for preventing COVID-19. However, it experienced a decline in the following months, although it continues to inform the same.

There are three kinds of information conveyed to the public through social media, namely information on reporting, analogical communication, and the spread of COVID-19. The communication media used are videos, pictures, short news, own news, and news from other media, which are forwarded by the Facebook account. Information about reporting conveys information about the condition of government activities, building personal branding to assist. This function can take the form of overcoming COVID-19 through the provision of disinfectants, use of sanitizers, and providing health education. There are four types of information conveyed in Figure 3, namely in the form of pictures, short reports, videos, and news, made by the personnel of the communication and information service.

Likewise, in dialogue related communication, risks, health standards, and public services, as a campaign so that the public is aware of the surrounding conditions. This information uses videos, the news itself, and the news made by other media, then the information and communication office passes it on through their Facebook account. The different thing is information about the spread of COVID-19 besides using videos and news itself, also using videos as a means of disseminating information via a Facebook account, as in Figure 3.

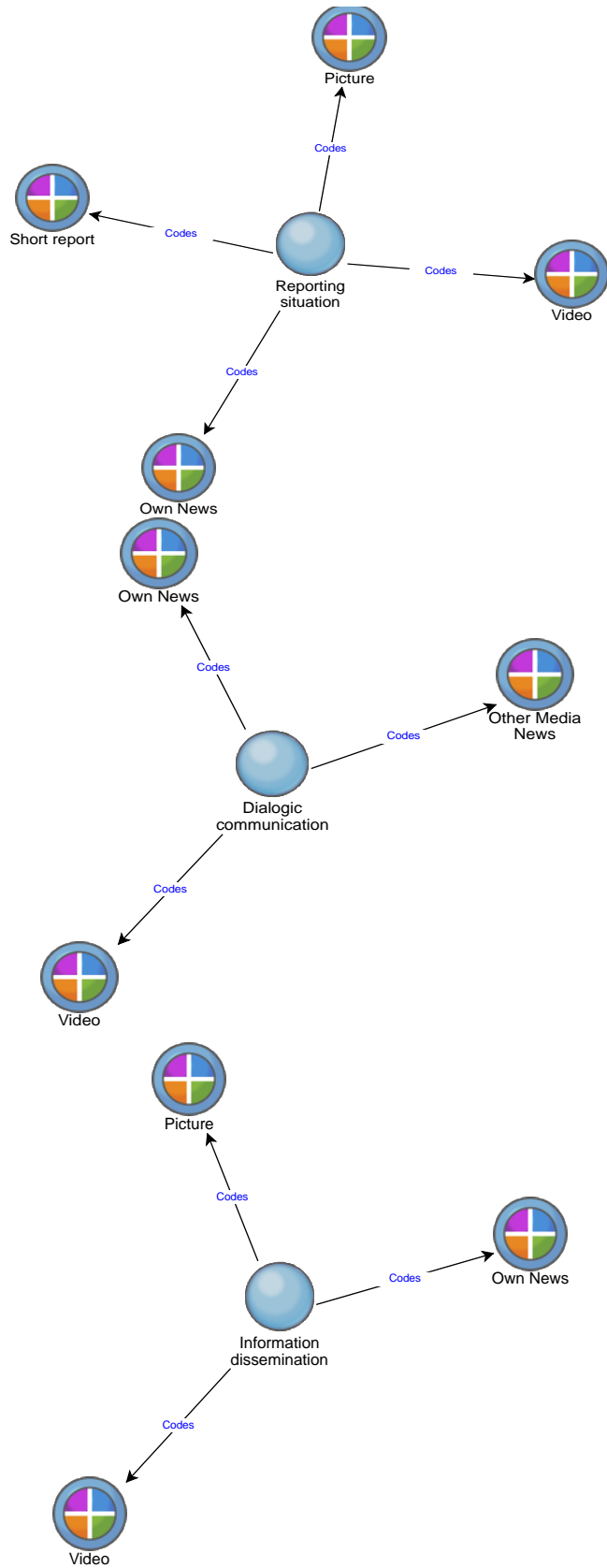


Figure 3 Types of information and communication media

## **Discussion**

Social media provides a real effort for the community to form effective public health communication to avoid transmission of the virus (Pickles et al., 2021). Data shows that the local governments of Makassar City and Palopo City have not optimally used social media in providing information to the public regarding COVID-19 during 2020. Information about COVID-19 has the highest coverage of only 9 times, namely in June in Makassar City and only 6 times in Palopo City, namely in August. In fact, various literature reviews consider the importance of social media as a form of digital literacy. Social media can reconcile the values that occur and build stronger client relationships between the government and society (X. Zhao & Guan, 2021). Social media is better able to connect people online to pressure the government (Wiraniskala & Sujarwoto, 2020). Especially when the public service is not by the community's expectations; likewise, social media can avoid hoax news but can also carry hoax news. It depends on how to understand the information conveyed and the strength of digital literacy in society.

The public's response to Facebook information has fluctuated in the form of emotion. The dominant “like” response in Figure 2 shows that the public needs information and gives appreciation or appreciation to the local government regarding efforts to manage COVID-19. Social media provides active participation with timely information (Qureshi et al., 2021) and is immediately responded to by the community as a risk management process (Fromm et al., 2021) by providing an emotional response. The “super” response also significantly responded to Makassar City and a little to Palopo City. This response further strengthens community support for local governments regarding disaster management (J. Zhao et al., 2021). The results of the author's observations support this effort, even though it is not reported on the social media Facebook by the communication and information office.

The “comment” and “be shared” responses have the same distribution between the two city governments during 2020. In April and May in Makassar City, these two responses experienced the highest scores. Meanwhile, Palopo City occurs in August and September. Based on the search results, the content that was responded to was related to the local government's social assistance, both direct assistance from the local government itself and assistance from the central government by the environmental conditions provided at that time. They discussed the form of assistance provided by the nine basic items by the government. Social media as a means of communication quickly responds to environmental conditions, especially Facebook (Rampisela et al., 2021). Local governments can immediately follow up the speed of this response. They distribute the

information through their respective Facebook accounts so that they get a faster response than manually.

Characteristics of information on social media on the Facebook account of the communication and information office consist of a reporting situation, dialogue communication, and information dissemination. The Makassar City and Palopo City governments use videos and pictures on their Facebook accounts. All information is accompanied by pictures and then described the activities according to environmental conditions. The use of actual videos and images is not just information or basic communication (Johnson et al., 2020), but stakeholders can react to the obtained actions (Wiraniskala & Sujarwoto, 2020). So that these three characteristics of information further strengthen the importance of social media for local governments.

Government agility is a necessity because social media has endless innovation. Social media has the best way to increase the effectiveness of public services (Haryanti & Rusfian, 2019), advocate for the government's agenda by educating citizens to change behavior (Reddick et al., 2017), and increasing commitment to transparency (Silva et al., 2019). The number of responses is in the form of emotion. Still, the lack of information through the local government's Facebook account is proof of the importance of government agility in managing COVID-19 management. Government agility consists of strategic sensitivity, leadership unity, resource fluidity (Debellis et al., 2020; Doz, 2020).

## **Conclusion**

The model of risk information management through social media has not built a stronger client relationship between government and society. The information system success model and technology acceptance model have not been attached as a necessity for local government and society, as evidenced by the lack of information conveyed through social media. Meanwhile, the COVID-19 pandemic is spreading with full uncertainty.

The difference in information characteristics and types of information media on the local government's Facebook account is one of the causes of information systems' success, and the effectiveness of information technology acceptance models cannot be measured. There is no standard operating procedure regarding the use of social media officially between one region and another. So that local governments have an obligation to provide correct information that is needed by the public.

Strategic agility is one of the models needed to optimize the success of information systems and information technology acceptance models. Strategic agility applies strategic

sensitivity, leadership unity, and resource fluidity. Strategic sensitivity measures the ability to understand the correct information needs of the community, not hoaxes. Leadership unity measures the source of information coming from one source, namely the local government's leadership. Resource fluidity measures the need for information resources, then optimally used for public services.

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