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MORALITY BEFORE KNOWLEDGE

Institutional communication in the digital era: Social media content planning in public relations workflows

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ABSTRACT

Background: The rapid development of digital technology and media convergence has transformed how public institutions communicate, especially through social media. This study explores social media content planning within the Public Relations and Information Data Working Group (Pokja Humas Datin) of the Directorate General of Pollution and Environmental Damage Control (Ditjen PPKL), Ministry of Environment and Forestry, during the year 2023. **Methods:** Using a qualitative-descriptive method through internship-based observation, interviews, and direct participation, the research analyzes how digital public relations strategies are implemented to disseminate environmental information to the public. **Findings:** Findings show that the working group manages content production and dissemination across multiple platforms—primarily Instagram and YouTube—through structured workflows encompassing pre-production, production, and post-production stages. Despite limited human resources, the team maintains high public engagement, supported by visual guidelines and collaborative initiatives. A SWOT analysis revealed internal strengths in team coordination and equipment availability, but also identified weaknesses such as limited platform coverage and reliance on interns for technical tasks. External opportunities include strong public interest in environmental issues, while threats involve delayed inter-unit coordination and public misperceptions. The USG method further prioritized key issues for strategic improvement. **Conclusion:** The study concludes that effective social media governance in government institutions requires structured planning, technical upskilling, and adaptive collaboration. **Novelty/Originality of this article:** This research lies in its integration of internship experience, institutional communication practices, and SWOT–USG analysis to assess the real-world application of government public relations in the digital era.

KEYWORDS: digital public relations; government communication; social media content planning; SWOT–USG analysis.

1. Introduction

The development of digital technology accompanied by media convergence has significantly transformed the production, distribution, and consumption of information, leading to the rise of digital mass media (Dunan, 2020; Respati, 2014). Digitalization itself is defined as the process by which all forms of information—including text, images, sound, and data—are converted into binary digits, which are then merged, transformed, and presented in various virtual formats. According to Dal Zotto & Lugmayr (2016), digitalization allows content distribution across multiple platforms at minimal cost, indicating a more diverse audience pattern.

Quoted from indonesiabaik.id, data from the Press Council shows that as of January 2023, a total of 1,711 media companies had been verified, 902 of which were digital media. This reflects the widespread use of digital media in Indonesia (Kemp, 2022). One prominent form of digital media today is social media (Riyanto, 2023). Social media is considered to have a higher potential for interaction due to its two-way communication feature, thus also referred to as new media. The digitalization of social media content enables the integration of previously separated types of content (Hastrida, 2021). Consequently, social media is seen as an online medium that strengthens user relationships and fosters social bonds, allowing individuals to create meaning through interactions without the need for physical presence (Van-Dijk, 2013; Yonatan, 2023).

According to data from Data Reportal cited on data.goodstats.id, the number of social media users in Indonesia reached 167 million people aged 18 and above, representing 79.5% of the total population in 2023. This number is expected to continue increasing each year. Furthermore, datareportal.com via andi.link reports that the average daily use of social media across various devices was 3 hours and 18 minutes as of January 2023. This indicates a valuable opportunity to utilize social media as an information delivery channel. In fact, Presidential Instruction No. 9 of 2015 on public communication management mandates that government institutions use social media as one of their communication channels. By leveraging features from various social media platforms, public trust can potentially be strengthened (Hong, 2013). In this regard, government institutions can deliver services more interactively and responsively (Prastowo, 2020). In managing governmental social media, Setiawan & Santoso (2013) propose five key aspect; account management, usage regulation, content management, and data and information security (Ashari, 2019). As a state institution, the government needs to manage content effectively to accurately inform the public about policies, agendas, achievements, and accomplishments. Therefore, social media content planning must be carried out carefully, avoiding any misinformation (Amalia, 2016).

The directorate general of pollution and environmental damage control operates several social media accounts, including Instagram (@ditjenppkl_klhk), YouTube (Ditjen PPKL), TikTok (@ditjenppkl_klhk), X or Twitter (@DitjenPPKL), Facebook (Ditjen PPKL KLHK), and the official website (https://ppkl.menlhk.go.id/). The account management, content planning, and content creation are handled by the public relations and information data working group, which is part of the program, evaluation, legal, and technical cooperation division. According to Huang et al. (2017), digital public relations refers to communication management between institutions and the public through internet-based media. Therefore, digital content created by digital public relations is expected to reach a broad audience (Mahmudah & Rahayu, 2020). Based on this context, the author has chosen the topic for the final project titled "Social media content planning within the public relations and information data working group of the directorate general of pollution and environmental damage control in 2023.

1.1. Unit work description

According to Article 291 of the Regulation of the Minister of Environment and Forestry of the Republic of Indonesia Number 15 of 2021, the directorate general of pollution and environmental damage control consists of six echelon II units, namely the Secretariat of the directorate general, the Directorate of Water Pollution Control, the Directorate of Air Pollution Control, the Directorate of Peat Ecosystem Damage Control, the Directorate of Land Damage Control, and the Directorate of Coastal and Marine Pollution and Damage Control. Furthermore, Article 294 states that the Secretariat of the directorate general is divided into two Echelon III units and one functional position group: the Section of Program, Evaluation, Legal Affairs, and Technical Cooperation; the Section of Finance, Human Resources, Organization, and Administration; and the Functional Position Group.

As explained in the 2022 Performance Report of the Secretariat of the directorate general of pollution and environmental damage control, the duties and functions of each

unit include, among others, the Section of Program, Evaluation, Legal Affairs, and Technical Cooperation, which is tasked with coordinating the preparation and implementation of program plans, monitoring, performance evaluation and reporting, data processing and management of information system technology, public relations, drafting and reviewing legislation, technical cooperation, and providing legal considerations and advocacy. The section of program, evaluation, legal affairs, and technical cooperation consists of a functional position group.

Furthermore, the section of finance, human resources, organization, and administration is tasked with coordinating and implementing personnel affairs, organizational and administrative management, facilitation of bureaucratic reform, financial administration, general affairs, household management, and equipment provision. Its functions include the implementation of personnel, organizational, and administrative matters and facilitation of bureaucratic reform, the execution of financial administrative affairs, equipment management, archiving, and state property administration, as well as the execution of general and household affairs. The Section of Finance, Human Resources, Organization, and Administration consists of the Subsection of General Affairs and a Functional Position Group. The Subsection of General Affairs is tasked with carrying out personnel administration, financial administration, state property administration, correspondence management, archiving, household affairs, data and information coordination, and administrative coordination for the implementation of the internal control system of the Secretariat of the directorate general of pollution and environmental damage control. As described above, the author is assigned to the public relations and data information working group, which is part of the section of program, evaluation, legal affairs, and technical cooperation.

1.2. Unit work performance indicators

The performance of the echelon III unit of program, evaluation, legal affairs, and technical cooperation is also stipulated in the performance agreement presented in the 2022 performance report of the secretariat of the directorate general of pollution and environmental damage control, with its performance achievements shown in table 1 below.

Table 1. Performance agreement and achievements of the head of the program, evaluation, legal affairs, and technical cooperation section for the year 2022

Activity Unit Objectives	Activity unit indicators	Unit	Annual target	2022 Achievements	2022 Performance	Target Achievement
The effectiveness of program services, evaluation, legal and technical cooperation in achieving the goals and objectives of the Directorate General of Pollution Control and Environmental Damage	Number of planning documents (Strategic Plan, Renja, PK, Action Plan, RKAKL)	Document	11	11	100	37.93
	Number of application documents (monitoring, evaluation and performance report)	Document	19	19	100	55.88
	Number of SAKIP implementation reports	Report	17	17	100	-

Number of public relations services	Publikasi	24	27	112.50	112.50
Number of data and information services	Document	1	1	100	100
The number of laws and regulations related to pollution control and environmental damage	Document	60	95	150	141.79
Facilitation of technical approval services and operational feasibility letters in the field of environmental pollution control	Document	60	337	150	150
Number of analysis and evaluation activities of laws and regulations	Document	4	4	100	57.14
Number of technical agreement activities and recapitulation of domestic and foreign cooperation services	Document	20	10	50	100
Number of monitoring and evaluation reports of engineering cooperation	Report	1	1	100	100
The implementation of the PROPER secretariat	Industry	3,000	3,200	106.67	85.33
Implementation of the environmental quality index secretariat	Province; Regency	34,514	34,514	100	100
Number of reports on goods and services procurement services	Report	4	4	100	100
Average		105.68			

Social media management across five different platforms—Instagram, YouTube, TikTok, Facebook, and Twitter (now rebranded as X)—resulted in a total of 1,057 posts in 2022. The details of the insight growth can be seen in the table below.

Table 2. Social media management

No	Social Media		Number of Content Posts (as of December 31, 2022)	Insights (as of December 31, 2022)
Social media management in 2022				
1	Instagram Instastory Feeds (Videos/Reels/ Infographics/News)		262 2.067 262	Followers: 47.624 Increased by 217.92%
2	Facebook Postingan (Videos/ Infographics / News)		262	Fanpage: 4.978 Friends: 4.849 Increased by 2,928%
3	Twitter		259	Followers: 893 Increased by 180%
4	Youtube Youtube Video Youtube Shorts		240 230 10	Subscribers: 76.500 Increased by 220.43% 1,869,579 views
5	Tik-tok		34	Followers: 1.100 Increased by 157.82%
Social media management in 2023 from January to December 2023				
6	Instagram	Story Feeds (Reels/ Infographics / News	1615 296	
7	Facebook		296	
8	Twitter		22	
9	Youtube	Video Shorts	277 21	
10	Tiktok		22	

The number of posts on each platform from January 2023 to December 13, 2023, is presented in Table 2. Subsequently, the author began an internship program at the directorate general of pollution and environmental damage control (*Ditjen PPKL*) on October 9, 2023. The number of posts published on each social media platform managed by the public relations and Information data working group (*Pokja Humas Datin*), from October 9 to December 13, 2023, is shown in Table 3 below.

Table 3. Social media management in 2023 with a certain period of time

No	Social Media		Number of Posts (From 9 October 2023 - 13 December 2023
1	Instagram	Story Feeds (Reels/ Infographics / News	481 60
2	Facebook		60
3	Twitter		4
4	Youtube	Video Shorts	235 9
5	Tiktok		3

The data does not include certain social media content that has been archived, such as daily infographic posts on the Air Pollution Standard Index/*Indeks Standar Pencemar Udara*

(ISPU) and Online Monitoring (ONLIMO) of water quality. These contents are archived once updated data and infographics are uploaded, in order to maintain the visual consistency of the feed or page layout on Ditjen PPKL's Instagram and Twitter (now X) accounts. During the social media management process, the author was also appointed as one of the posting administrators.

2. Methods

This study employed a qualitative descriptive approach to analyze the activities and organizational dynamics of the Public Relations and Information Data Working Group (*Pokja Humas dan Datin*) at the Directorate General of Pollution and Environmental Degradation Control (*Ditjen PPKL*), Ministry of Environment and Forestry/*Kementerian Lingkungan Hidup dan Kehutanan* (KLHK). Data collection was carried out through participant observation, in-depth interviews, and document analysis during a three-month internship period from October to December 2023.

Observation was conducted continuously throughout the internship to capture the workflow, task division, coordination mechanisms, and content production processes within the working group. This direct engagement allowed the author to understand internal communication, planning stages, and execution of digital public relations functions in real-time work settings.

Interviews were conducted to gain deeper insights into strategic and operational aspects of the working group. A semi-structured face-to-face interview was held with H.S., the coordinator of the working group, on December 7, 2023, to explore organizational structure, content planning methods, and team coordination. The interview was guided by topics such as assignment mechanisms, workflow models, and the strategic role of social media management.

Document analysis included reviewing internal records such as the 2022 performance report of the Directorate General Secretariat, content schedules, social media analytics, and visual branding guidelines. These documents provided supporting data on institutional targets, strategic planning, and operational challenges in the public communication process.

In addition to qualitative data collection, this study applied SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis to evaluate internal and external factors affecting the performance of Pokja Humas dan Datin. The SWOT analysis was based on the combination of empirical findings from observation and interview data. To prioritize identified problems, the study also utilized the USG (Urgency, Seriousness, and Growth) scoring method. This technique involved rating each issue on a scale of 1 to 5 across the three dimensions to determine which challenges required immediate and strategic responses. The final prioritization informed recommendations for organizational improvement.

The qualitative method, combined with participatory engagement and analytical tools (SWOT and USG), enabled a comprehensive understanding of how government digital public relations are managed, the challenges faced, and the strategies that can be adopted for more effective public communication.

3. Results and Discussion

3.1 Work unit organizational structure and job description

As part of the echelon III work unit for programs, evaluation, legal affairs, and technical cooperation, the public relations and information data working group consists of three civil servants holding functional positions: H.S (Intermediate Expert Public Relations Officer) as coordinator, R.S (Junior Expert Public Relations Officer), and M.H (Junior Expert Analyst). According to the 2022 performance report of the secretariat of the directorate general of pollution and environmental degradation control (ditjen PPKL), the range of activities and

responsibilities of the public relations service includes news coverage and executive assistance, social media management, implementation of webinars, media briefings and press conferences, podcast production, creation of advertorials, development and publication of event or performance videos, compilation of the 2021 environmental quality statistics book (covering water, air, and land), website management, as well as data and information services through the information and documentation management officer (PPID). These tasks are subsequently delegated to internship members according to their respective competencies, under the supervision and guidance of the coordinator and implementing officers. The responsibilities assigned to interns in the public relations and information data working group include covering events attended or organized by Ditjen PPKL, managing social media as a means of public outreach for ditjen PPKL, and producing content for public dissemination in the form of advertorial reports, podcasts, infographics, and videos, in alignment with the needs of each activity.

3.2 Work unit activities

A number of activities are carried out by the public relations and information data working group of the directorate general of pollution and environmental degradation control (*Ditjen PPKL*) in performing its functions and duties. These include news coverage and reporting of activities, social media management, organizing webinars, conducting media briefings and press conferences along with the production of related advertorials, and creating publication videos showcasing activities and performance outcomes. Within the working group, functional civil servants also serve as industry mentors to interns, including the author, by assigning tasks to each intern based on ditjen PPKL's activity agenda. For each event, the working group prepares a planned output and conducts documentation in the form of photographs, vertical and horizontal video recordings, as well as written reports. The documentation is then processed into infographic content, videos, and news posts tailored for social media formats. Throughout these activities and the content development process, interns engage in discussions with their industry mentors to ensure the materials produced align with the provided guidance.

3.3 Relationship of work units with other work units

During the industrial internship, the author collaborated with various internal and external parties of the directorate general of pollution and environmental degradation control (Ditjen PPKL) of the ministry of environment and forestry, both within working groups and on an individual basis for joint activities. Internally, collaboration was carried out with the public relations and information data working group through discussions among members regarding task distribution, content production planning from ideation to execution, and evaluations by industry mentors. The finalized content was then published on Ditjen PPKL's social media platforms in accordance with the agreed outcomes of these discussions.

The author also worked with the women's association of klhk (*Dharma Wanita Persatuan*/Dharma Women Unity) in covering the maulid Nabi Muhammad SAW commemoration and the socialization event on prostate, cervical, and breast cancer held on October 11, 2023, where the assigned task was to produce a news article. Additionally, collaboration took place with the secretariat of the environmental quality index (IKLH) during the 2023 environmental performance award candidate presentations, where the author was responsible for designing a virtual background for the zoom meeting and served as photographer and note taker during the top 15 IKLH candidate presentations held on December 5–7, 2023.

Frequent collaboration also occurred with the PROPER Secretariat, including during the socialization of PROPER criteria and guidance on Social Return on Investment (SROI), in which the author contributed by producing instagram story coverage and recap videos. During the virtual presentation of the 2023 PROPER gold (*emas*) award candidates, the

author recorded each company's strengths for news content and documented the green leadership presentation held on December 8–9 and 11–12, 2023. The documentation was later edited into portrait-format videos for Instagram Reels.

Externally, the author worked with the ministry of health during the 11th high-level officials meeting of the asia pacific regional forum on health and environment 2023, held on November 22–23, 2023, at Swissôtel, Pantai Indah Kapuk. in this event, the author documented vertical videos for instagram stories and recap reels, and produced an advertorial article distributed by the team coordinator. Furthermore, the author maintained professional engagement with journalists to support the publication of event coverage, advertorials, and press conferences, as part of the public relations unit's responsibilities.

3.4 Workflow explanation

The public relations and information data working group operates under two assignment schemes: the routine assignment scheme and the direct assignment scheme. The routine assignment scheme refers to activities and plans implemented by the working group based on a pre-established or pre-discussed agenda setting prior to the assignment day. In contrast, the direct assignment scheme applies when an industry mentor—who is also a member of the public relations and information data working Group—receives immediate instructions from echelon II, III, or IV officials, indicating that the task is urgent and must be addressed promptly due to its high-priority nature.
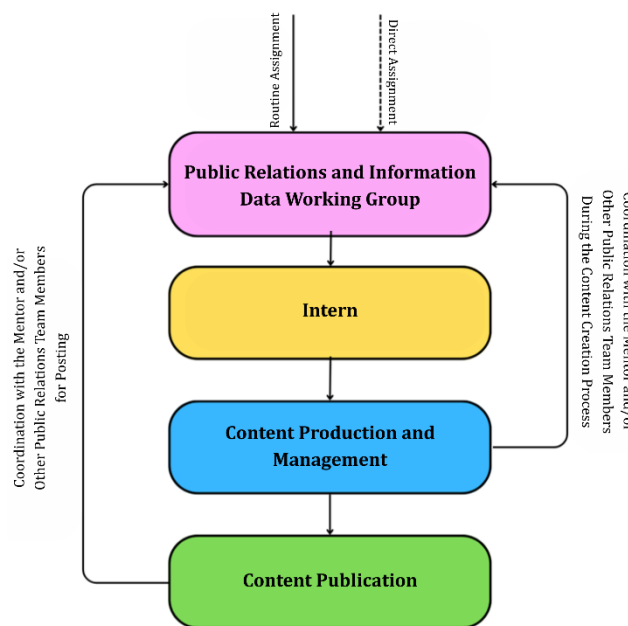

Fig. 1. Workflow chart

As part of the public relations and information data working group, a structured workflow is followed, consisting of several interrelated stages: pre-production, production, and post-production. These stages are interconnected and collectively determine the final quality of the content to be published. In detail, the workflow begins with the research phase, which falls under pre-production. During this phase, the author engages in brainstorming sessions with the working group to discuss content ideas and determine the publication schedule. The proposed plan is then submitted to the coordinator for confirmation. If revisions are required, they are made accordingly.

The next stage is production, where the author begins generating the content based on the agreed ideas. This includes photography, videography, scriptwriting, graphic design, copywriting for the designs, and editing. Once the content is completed, it undergoes a verification process in which it is submitted to the coordinator or the task assignor for

review. If any errors are found, revisions are made, and this verification cycle may be repeated several times depending on the extent of the necessary corrections. Once all revisions have been finalized and the content is deemed ready, the publication stage is carried out by uploading the content to the designated social media platforms according to the previously arranged schedule.

3.5 Intern job targets

Each year, the public relations and information data working group sets annual targets for data and information services as well as public relations services, in alignment with the outcomes of the annual work meeting held at the beginning of the year. As a member of the working group, the author was responsible for maintaining regular content updates on social media, particularly Instagram. Among the routinely updated content are the air pollution standard index and ONLIMO (Online Water Quality Monitoring System), which are ideally posted daily (Maryani et al., 2022). However, during days when the author and fellow interns are assigned to cover specific activities, this content is uploaded at least once a week. In addition, the author managed content scheduling based on ditjen PPKL's activity agenda for publication across various social media platforms. This process involved regular discussions with the industry mentor and coordination among members of the working group. The author ensured that all assigned content adhered to the brief and was published in a timely manner.

3.6 How to determine SWOT work units

According to Rangkuti (2013), SWOT analysis is a strategic tool based on logic that aims to maximize strengths and opportunities while minimizing weaknesses and threats. This approach is used to assist organizations in formulating effective strategies to survive and grow amidst competition and to adapt to environmental changes. It serves as an essential instrument in the planning process as it enables the identification of both internal and external factors that influence organizational success (Maimunah et al., 2021).

Galavan (2014) similarly defines SWOT analysis as a tool used to determine effective strategies based on public circumstances. Strengths and weaknesses are identified through internal analysis, while opportunities and threats are assessed through external analysis. In other words, strengths and weaknesses originate from within the organization, whereas opportunities and threats are influenced by external factors, which may not always be controllable but can be anticipated or leveraged.

Fatimah (2016) explains that SWOT consists of two main elements: internal analysis, which focuses on the organization's internal conditions, and external analysis, which highlights the environment in which the organization operates. The four SWOT factors can be further described as follows: strengths, as internal factors, represent comparative advantages that serve as strategic assets; weaknesses are internal limitations that constrain performance and competitiveness; opportunities are favorable external conditions with the potential to expand and strengthen the institution's position; and threats are detrimental external factors that may disrupt institutional operations.

To identify and obtain a relevant SWOT analysis for the public relations and information data unit of the directorate general of pollution and environmental degradation control (Ditjen PPKL) at the ministry of environment and forestry, this research employed two data collection methods; interviews and observation. According to Sugiyono (2019), an interview is a meeting between two individuals for the purpose of exchanging information and ideas through question-and-answer interaction, enabling the construction of meaning around a specific topic. The author conducted a face-to-face interview with H.S, the industry mentor and working group coordinator, on thursday, december 7, 2023. Meanwhile, Fathoni (2011) defines observation as a data collection technique involving direct observation and documentation of the behavior or conditions of the observed subject. In

this study, the author conducted direct observation throughout the internship period from october to december 2023 within the working environment of ditjen PPKL.

3.7 Analysis of strengths, weaknesses, opportunities, threats

Based on interviews and observations conducted by the author, the SWOT analysis of the public relations and information data working group (*Pokja Humas dan Datin*) of the directorate general of pollution and environmental degradation control (*Ditjen PPKL*), ministry of environment and forestry, is described as follows. Strengths include the presence of a strong internal team characterized by effective communication and commitment. Although the internal public relations team of ditjen PPKL consists of only three civil servants, they are able to perform their duties and functions effectively in serving the public and supporting other directorate units through consistent coordination and teamwork. In addition, the public relations and information data working group manages all content for ditjen PPKL, which ensures that the content production process from planning to publication runs smoothly. This process is further supported by sufficient facilities and equipment that help improve the quality and efficiency of content production. The group also benefits from having a visual guideline, including color palettes and other design assets, which reinforces brand identity and ensures consistency in content presentation.

Weaknesses arise from the limited number of human resources within the team, which affects consistency in publishing scheduled content and continuing existing content series. This limitation also leads to a lack of innovation, as the team often focuses on repurposing existing content rather than creating new material. Consequently, some scheduled content is delayed or not published. Another issue is the limited technical expertise among team members in using production tools, which results in high expectations placed on interns to handle technical tasks. Additionally, content management is not yet evenly distributed across all social media platforms. While the team operates accounts on Instagram, YouTube, X (formerly Twitter), and Facebook, active posting is currently concentrated on Instagram and YouTube, with Facebook content being infrequently mirrored and rarely curated or evaluated.

Opportunities are available through the potential for collaboration with community organizations, educational institutions, and other government public relations units. The group also benefits from having the highest number of organic social media followers among KLHK directorates, which increases the potential reach of their information dissemination efforts. Moreover, growing public awareness of environmental pollution and degradation aligns with ditjen PPKL's mission, positioning the unit as a credible and primary information source on these issues.

Threats include public criticism and inquiries that are often directed to ditjen PPKL even when they concern issues handled by other directorates. This can lead to miscommunication and additional workload. Moreover, delays in receiving data from other units within ditjen PPKL can hinder timely content creation and disrupt the publication schedule. Another challenge comes from frequent changes to the agenda, often due to urgent requests from senior leadership, which can result in delays, adjustments, or even cancellations of pre-planned content.

Following the identification of these SWOT elements, the author conducted a further analysis by examining the relationships among the internal and external factors. This approach was used to develop strategies aimed at improving and enhancing the performance of the unit. The resulting SWOT matrix identifies four types of strategies, which are SO (Strengths–Opportunities), ST (Strengths–Threats), WO (Weaknesses–Opportunities), and WT (Weaknesses–Threats). The SWOT matrix for the public relations and information data working group of ditjen PPKL is presented as follows.

Table 5. SWOT matrix

Factor	Strengths	Weaknesses
Internal factors	Have an internal working group with good communication and commitment.	Lack of human resources for the internal Public Relations and Information Data Working Group.
External Factors	The Public Relations and Information Data Working Group is a working group that manages all content of the Directorate General of PPKL.	Limited ability of the internal working group in the use of tools.
	Adequate equipment to support the content creation process.	Uneven content management on every social media.
	Have visual guidelines in content creation.	
Opportunities	**SO Strategy**	**WO Strategy**
1. Can cooperate with community institutions, educational institutions, and other government public relations.	1. Carry out more collaboration with the community, educational institutions, and other public relations in order to expand the content distribution network of the Directorate General of PPKL and optimize existing cooperation.	1. Increase human resources through cooperation with educational institutions in accordance with the required jobdesc and hold workshops with institutions or agencies.
2. Has the largest number of social media followers compared to other Directorates General of the Ministry of Environment and Forestry.	2. Continue to follow the flow of developments in issues that are currently crowded in the community so that they can be managed into social media content of the Directorate General of PPKL to inform the public.	2. Increase content that is interactive with the community to adjust the platform and scheduling and positioning of PIC per platform is clearer for the working group.
3. The issue of pollution prevention and environmental damage that has considerable attention on the part of the community.	3. Consistently utilize existing information data to be processed into social media content by utilizing existing equipment so that the public is more familiar with the Directorate General of PPKL of the Ministry of Environment and Forestry.	
Threats	**ST Strategy**	**WT Strategy**
1. Criticism and suggestions that come in from the public which are the duties and functions of other Directorates are often sent to the Directorate General of PPKL which handles pollution control.	1. Responding to criticism and suggestions from the public with content that also educates the public about the functionality of the Directorate General of PPKL of the Ministry of Environment and Forestry.	1. Be careful about uploading content with a check back that will be published to minimize misinformation with verification.
2. Other Directorate General PPKL units do not send data to be processed into content immediately.	2. Conduct follow-up on other units of the Directorate General of PPKL and for the data needed with good communication.	2. Distribute tasks evenly across each platform.
3. Agenda setting changes quite often.	3. Anticipate agenda changes by making a priority scale from where it needs to be	

published first and moving the
initial plan of content at a
later time if possible to be
increased.

After conducting the SWOT analysis as presented above, the author also applied the USG (Urgency, Seriousness, and Growth) method, which is a scoring technique used to determine the issues that require immediate resolution. Urgency refers to the importance of resolving an issue promptly. Seriousness assesses the severity of the issue by considering the chain of problems that may arise if it is not addressed in a timely manner. Lastly, Growth relates to the potential for the issue to worsen over time, thereby necessitating proactive measures and improvisation. A scoring table is provided below to identify the issue with the highest or most critical score, which will then be prioritized for corrective action. Then the author applied the USG scoring method to analyze six weaknesses and threats faced by the public relations and information data working group, which can be seen in Appendix 1.

Table 6. USG Scale method

Number	Information
5	Very urgent /seriousness/growth
4	Urgent/seriousness/growth
3	Quite urgent/seriousness/growth
2	Lack of urgency/seriousness/growth
1	Not urgent/seriousness/growth

3.8 Conclusion of the SWOT analysis

Based on the SWOT analysis of the public relations and information data working group unit at the directorate general of PPKL KLHK, obtained through interviews and observations, and further processed using the SWOT matrix and USG method, the author concludes that changes and improvements are necessary in several aspects to address the identified weaknesses and threats. The public relations and information data working group has effectively managed several social media platforms, resulting in the largest social media presence compared to other directorates within KLHK, which indicates a relatively high public awareness of the existence of the directorate general of PPKL.

However, some social media accounts are seldom managed, which can be resolved by better distributing job descriptions according to individual capabilities more evenly. There is also a threat arising from the public's awareness of the directorate general of PPKL's existence; however, this can be addressed by creating content that provides information about the fields and functions covered by the directorate general, while simultaneously making the public feel more connected to the organization. Given the small number of internal working group members, it would be beneficial to have several interns who can serve as backups in managing publication content. Of course, workshops or training sessions are still needed to enhance technical skills so that existing tools can be used optimally. With openness to suggestions and good communication, innovation can emerge and misunderstandings can be avoided. Additionally, improving communication with other units within the directorate general of PPKL may enable a greater diversity of content to be disseminated to the public.

3.9 Knowledge framework

3.9.1 Digitization

Modernization is closely linked to discoveries from the development of various sciences, one of which is the internet, followed by digital devices that have gradually become almost as essential as primary needs for some public sectors. In the era of conventional

media, information dissemination adapted to the types of available media, ranging from print, audio, to audiovisual media. In the digitalization era, information dissemination can be integrated and distributed simultaneously across various platforms. Through digitalization, the technological dimension influences changes in media production and plays a significant role.

Kawamoto (2013) defines content digitalization as the process of converting information into a data format that can be read by computers. Understanding this process and the continuously evolving technology has implications for utilizing it to develop new media. New media is a term used for the application of digital and computer technology in various ways by media practitioners (Dewdney & Ride, 2006). New media refers to a variety of communication technologies that have emerged through digitalization and are widely available for personal communication devices (McQuail, 2011). McQuail also highlights that the difference between new and old media is clearly visible in terms of individual usage, through the level of interactivity, the more individualistic nature of socialization as physical interaction is absent, and the freedom and enjoyment derived from the appealing media used according to one's preference. Straubhaar & LaRose (2006) state that one characteristic of new media is the ability for groups to distribute content they have compiled themselves.

One form of new media used to communicate information widely is social media (Nurhanisah, 2023). Over time, social media has become increasingly varied, such as Instagram, Facebook, X (formerly known as Twitter), YouTube, TikTok, and others. According to Kotler & Keller (2016), social media are platforms that allow the individuals behind them to share diverse information in various formats, ranging from text, images, photos, videos, to audio, with others and vice versa. In line with this definition, social media also has the characteristic of sharing, which is defined as an activity where users exchange, distribute, and/or receive content (Kietzmann et al., 2011). As social media has been managed as one of the tasks of the public relations and information data working group at the directorate general of PPKL, the diversity of digital content utilizing various platforms reflects its use to widely distribute information, with the possibility of feedback from the information recipients, namely the public.

3.9.2 Content planning

In the regulation of the minister of administrative and bureaucratic reform of the Republic of Indonesia (Permenpan) Number 83 of 2012, social media planning can be implemented using a method called "People, objective, strategy, technology" or abbreviated as POST. The first element, people, refers to the identification of the audience that the institution aims to reach, including their online behavior based on social technographic segmentation. Second, objective refers to goals determined by the institution's needs, such as listening to the aspirations and feedback of the audience, distributing information to build awareness, or empowering the audience. Next, strategy involves how the institution establishes relationships or communication patterns with the audience (Mizanie & Irwansyah, 2019). Lastly, technology relates to selecting applications that fit the institution's needs.

One unit of analysis for identifying ways to increase awareness in social media use, according to Putranto and Fajry (2018), is content planning, which includes elements such as planning content creation detected through the use of paid advertisements, identifying the types of content frequently posted on social media, and budgeting plans. Furthermore, content planning facilitates determining and organizing content types as well as composing textual messages within them (Pinaria & Sumartini, 2023). According to Hennesey (2022), social media content planning can apply the "one-third rule," where one-third of the content serves to promote and drive conversions, one-third focuses on collaboration with other industries, and the remaining one-third consists of entertaining content that allows interaction with the public.

Content planning within the public relations and information data working group (Pokja Humas Datin) at the directorate general of PPKL has been carried out by highlighting issues of concern to the target audience, namely the public—especially those aware of environmental issues. In producing content, from pre-production through production to post-production, communication patterns are also considered by adjusting to the platform used. The pre-production planning stage involves research and discussion while paying attention to the message to be conveyed.

3.9.3 Government social media

Image is an important aspect for government institutions, and it is managed by public relations practitioners. Since the world has moved towards digitalization, changes have also been made to create impressions on the public through social media as a communication channel (Purba et al., 2015). The advancement of technology has resulted in collaboration between new media and public relations practitioners, producing innovations in image management. Most public relations practitioners believe that social media benefits their organizations (Wright & Hinson, 2015). In this context, the public relations division within a government institution, as the social media manager, can analyze the development of the institution's profile and update interactions with various stakeholders.

Based on the presidential instruction (Inpres) Number 9 of 2015 concerning public communication management, which regulates the working process of government public relations (GPR), there is synergy between ministries, agencies, and regional governments in providing substantive data on priority programs, coordinating planning, preparing, implementing public communication, and disseminating public information (Ministry of Communication & Informatics, 2015). Thus, social media becomes a crucial element in this implementation.

Kurniasih (2013) explained several points regarding the use of social media by government public relations. First, social media is designed to maintain and enhance the institution's reputation as well as to explore public aspirations. Second, social media is an interactive medium and should be utilized to approach the public. Third, social media serves as online documentation where all shared content is recorded and can serve as legally binding evidence, so it is important to know what is appropriate to share publicly and what should be kept confidential. Fourth, there is a need to understand how to communicate effectively across diverse cultures due to the broad reach of social media audiences. There must be a balance between direct communication and online communication through social media. Therefore, social media use by the government requires special management in planning, implementation, and evaluation (Kartikawangi, 2020). Moreover, attention must be paid to the application methods to effectively inform and educate the public.

The social media of the directorate general of pollution and environmental damage control, ministry of environment and forestry (Ditjen PPKL KLHK) is managed by the public relations and information data working group (Humas Datin). In its implementation, it has considered aspects established according to the prevailing bureaucracy. Publication of activity reports as a form of accountability to the public is regularly conducted, along with informational content such as air and water quality updates, posted routinely as part of ditjen PPKL's responsibility in reporting environmental pollution control activities. All of this content is produced following planning, research, and discussions.

4. Conclusions

The directorate general of pollution and environmental damage control (Ditjen PPKL) is an echelon I unit under the ministry of environment and forestry (KLHK), responsible for formulating, implementing, coordinating, and synchronizing policies related to pollution control in water, air, land, peatlands, coasts, and marine environments. Ditjen PPKL operates through six echelon II units, one of which is the secretariat directorate general that includes two echelon III divisions and a cluster of functional positions. The author served

as an intern in the public relations and information data working group (pokja humas datin) under the program, evaluation, legal, and technical cooperation division. this working group is tasked with coordinating program planning and implementation, data processing and information systems, and public communication, working in collaboration with various internal and external units.

During the three-month internship, the author contributed to assignments including event coverage and news writing, social media management, and the production of promotional videos. Ditjen PPKL's digital public relations are supported by robust infrastructure and platforms such as Instagram, YouTube, TikTok, X (formerly Twitter), Facebook, and an official website. Performance indicators for social media management are compiled annually in the performance report of ditjen PPKL. Tasks were assigned based on pre-planned agenda settings or direct assignments of high urgency, delegated proportionally by the internal working group, consisting of three civil servants, with proper consideration of capabilities.

Social media content management involves pre-production, production, and post-production phases. The content planning phase included detailed research conducted by the author using processed data from relevant units. Intern tasks included routine content uploads such as ISPU and ONLIMO updates, along with activity coverage. A SWOT analysis was conducted through interviews and observations, revealing internal strengths (e.g., strong communication, adequate equipment, and visual branding), weaknesses (e.g., limited personnel and technical skills), opportunities (e.g., high social media reach and collaboration potential), and threats (e.g., public misdirected criticism, delayed data, and shifting priorities due to top-down instructions).

The SWOT findings suggest a need to restructure job roles in managing underutilized platforms by optimizing human resources through academic collaboration, accompanied by technical training. Additionally, diversifying content and actively responding to public awareness of environmental issues can help minimize negative sentiment and strengthen ditjen PPKL's public identity. In conclusion, the social media managed by pokja humas datin reflects characteristics of new media—multi-platform and interactive—serving as a digital public relations tool that balances bureaucratic duties with well-planned content delivery for effective public communication.

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Appendix 1. SWOT analysis with USG method

No	Issue	Values and issue descriptions			Total
		Urgency	Seriousness	Growth	
1	Lack of human resources for the internal Public Relations and Information Data Working Group.	5 The lack of human resources from the internal working group makes the briefing and verification for content management for interns hampered.	5 Bottled content management can cause setbacks in content scheduling as well as the verification and acc process cannot be carried out optimally, impacting the quality of content.	4 This case, if not responded to immediately, will slow down the upload of late content, but it can be overcome by prioritizing content and moving the content to another date.	14
2	The agenda setting changes quite often.	4 Changes in agenda setting due to the addition or reduction of coverage assignments have shifted the focus of the production process.	5 The change in the agenda setting means that there must be another discussion to determine other agendas, but not always all members of the working group can participate in discussing it, so that the content that has been planned goes back and forth or even cancels.	4 It is necessary to communicate quickly and responsively between members to be able to adjust to the new agenda setting.	13
3	Limited ability of the internal working group in the use of tools.	5 Internal working groups who do not have mastery of the technical tools make many decisions and assignments related to the tools passed to interns, who are also still studying in the work industry.	4 The lack of mastery of the use of tools by the internal working group causes decisions to fall in the interns and there is a possibility of a problem that is not necessarily understood by the internal working group, so that solutions and backing up when assignments are quite difficult to do.	4 If the members of the public relations working group internship have completed their internship contract, then the internal working group is expected to be able to use the existing equipment, so it can be overcome by training planning.	13
4	Other units of the Directorate General of PPKL do not send data to be processed into content immediately.	3 The datin public relations working group that manages all social media content needs data from other PPKL Directorate General units, where if the data	4 Data that is not immediately received or processed immediately can cause content delays and the possibility that content is not processed properly, so that it cannot be	3 Content that requires data from other units of the Directorate General of PPKL can be exchanged with other content banks first to maintain consistency, while continuing to	10

		is not obtained immediately, it can hamper content planning.	supported by data and decreases public trust.	communicate needs with the unit concerned.	
5	Uneven content management on every social media.	3 The social media of the Directorate General of PPKL which is well managed is only Instagram and Youtube, making the range of information sharing narrow.	3 Each social media has quite different audience criteria with different forms of content, so there is a part of the public who does not know PPKL and does not maintain the loyalty of each platform.	3 The Directorate General of PPKL will only excel on a few platforms, because others have not been taken care of, this can be overcome by mirror posts accompanied by an evaluation of appropriate content.	9
6	Criticism and suggestions from the public about the duties and functions of other Directorates are often received by the Directorate General of PPKL which handles pollution control.	1 The public does not recognize the Directorate General of PPKL so that it is 'wrong target'.	3 Criticism and suggestions that are not constructive if left unattended due to a lack of public awareness of PPKL can damage the image.	3 The need for content that is planned to educate the public and process content with the characteristics of the Directorate General of PPKL is even more intense.	7