

**PUBLIC SERVICE ANNOUNCEMENT IN THE DIGITAL AGE:  
ASSESSING GOVERNMENT PERFORMANCE IN INFORMATION DISSEMINATION  
IN SOCIAL MEDIA**

A Group Research Paper

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by

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## ABSTRACT

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One of the basic requirements of good governance is making the government accessible to the public which is primarily achieved by making citizens aware of various government services. Nowadays, world governments use social media (SM) to inform people about their services. SM use in the Philippines is among the highest in the world albeit its utilization for government purposes is still in the nascent stages without any indications on having a definite and uniform social media use policy.

This study examines SM strategies employed by the Philippine National Police and Metropolitan Manila Development Authority to reflect how an increased awareness on government services is achieved.

Following a triangulated design, the study utilizes SM subscribers' survey to 230 total respondents, agency experts' interview, and relevant government documents. Non-parametric statistical analyses provide for the quantitative findings while content analysis is the main evaluative tool for the qualitative part of the study.

Keywords: Social Media, Social Media Strategy, Social Media Presence Development Model, Awareness of Government Service

## INTRODUCTION

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Social media use in government as channels for communication and interaction is increasingly becoming accepted and implemented worldwide, (Arpit, 2012:1; Camacho & Kumar, 2012:5; Hoffman, 2014:1-2; Hrdinova & Helbig, 2011:3; Khan et al., 2014:1; Mergel, 2013:1; Mossberger & Wu, 2012:1-2; Zafar & Naheer, 2014:2) due to a mixture of the development of the features of social media platforms, an increase in the social media clientele, and a greater understanding of the functions of social media, both on the part of the citizenry and the government.

This new medium of getting information across to different stakeholders of the government makes social media the new frontier in government communications and engagement. However in the Philippines (Lallana, et al., 2002:9-18; 25-40), and even in some parts of the world (Hoffman, 2014:1-2) the use of social media, or even the internet in general is only in its nascent stages, and most communication plans of the Philippine government are one way, or information dissemination intensive; communication engagement are yet to be mainstreamed.

Communication is a very important aspect in service delivery in the government sector, as it is the first and even the most crucial stage in the service delivery chain, which allows it to be a metric of measuring government performance. When a government is able to reach and engage the highest number of stakeholders, a larger number can consequently avail their services and contribute to the achievement of the policy objectives of the government.

However, as all communicative processes are, it is governed by several factors which affect the ability of the process to actually communicate information. In the case of this study, this is the translation of social media strategies into awareness of government services among the citizen-clientele.

A study plotting the location of the Philippine Government's efforts in promoting awareness of its services in social media is ripe, as it paves the way for the examination of arguably one of the most promising media that may be utilized for communication purposes: social media, and the very rich dynamics that this medium embodies, especially in the unique and highly nuanced communication culture and practices in the Philippines.

## REVIEW OF RELATED LITERATURE

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### **Social Media Terminologies**

#### *Social Media and Social Networking*

The term social media refers to “Internet-based applications that build on the ideological and technological foundations of Web 2.0, and that allow the creation and and exchange of User Generated Content” (Kaplan & Haenlein, 2010:61). The Web 2.0 are certain technological advances that allowed for the evolution of social media and creation of User Generated Content, while User Generated Content is the “various forms of media content that are publicly available and created by end-users” (Ibid.).

#### *Social Networking Sites*

Foremost of the social media, are social networking sites (Khan, et al., 2014:607; Magro, 2012:149). They are defined in Boyd and Ellison (2007:212) as:

...web based services that (1) allow [the construction] of public or semi-public profiles within a bounded system, (2) articulate a list of other users with whom they share a connection, and (3) view and traverse their list of connections and those made by others within the system.

#### *Social Media Strategy*

Ng & Wang (2013:3) provided a working definition for the eponymous social media strategy, based on the works of Mintsberg (1978, in Ibid.), Dutta (2010, in Ibid), and Wilson et al. (2011,

in Ibid). It is “a well-defined and tightly focused social media action plan, which has clear business objectives, specific policies, desired audience, desired resource and predefined metrics for measuring the social media impacts (Ibid.)”

## **Social Media use in the Philippines and the greater international context**

### *The Philippines as the new digital frontier*

The Asia-Pacific region enjoys the highest potential for internet engagement, In 1996, the US used to enjoy the lion’s share in the distribution of worldwide internet audience at 66%, but in 2012, non-US audiences grew to 87% of the worldwide share, with the Asia-Pacific region having 41% share of worldwide internet audience (comScore, 2013:6-7). Most notably, the Philippines, while not the having the highest audience in the Asia-Pacific region (the foremost position is taken by Vietnam at 16 million users in 2013), has the highest growth rate, growing by 22% from 2012 to 2013 (Ibid.,p. 10).

### *Internet Use Demographics in the Philippines*

In the Philippines, the demographic distribution of internet users are mostly occupied by the 15-27 year-old age bracket at 40% and the 25-34 year-old bracket at 31% (Ibid., p. 12); the same trend is also applicable for the rest of the Asia-Pacific region (Ibid., p. 13). Social Networking has the highest share in PC screen time in the Philippines, at 41.5% of the total minutes spent online by all users, and 96.1% of all web users visit social networking sites, compared to a regional web user visit of social networking site average of 67% in the Asia-Pacific and 79% worldwide (Ibid., p. 20). Most notably, the Philippines is ranked 2nd in the total market reach of Facebook, at 92.2% (Ibid., p. 21, 24), followed closely by Twitter at 20.3% (Ibid., p. 24). However, it must be noted that the Philippines has the lowest reach in the News and Information category in the Asia-Pacific region at 50% (compared to a 76.1% share worldwide), with an average of 25.9 minutes spent in the category (compared to a 69.7 minute-worldwide average).

## **Social Media Use**

### *Social Media Use in the Business Paradigm*

Social media has recently been widely used for business purposes, with one of the main goals of stimulating social commerce and related activities (Ng & Wang, 2013:2). Facebook remains to be the social media outfit of choice for advertising purposes in the United States (eMarketer, 2012 as cited in Ibid.), as well as the world (TBG Digital, 2012, in Ibid.), as well as having the intention of “promot[ing] their business campaign or brand, to communicate with stakeholders, and to attract their potential customers (Ibid).” Generally, companies engaging in social media report positive impacts on their business operations, while others find no or negative impacts; these effects are traced back to differences of management styles and expectations from social media (Miles and Snow, 1994, in Ibid.).

Generally, the ultimate goal of social media best practices is to directly or indirectly improve the brand equity--the direct and indirect value of a brand to influence consumer behavior-- of a company implementing a social media strategy, which can be measured in terms of brand awareness and brand image (Ibid.).

### *Social Media Use in the Government*

Social media use in government as channels for communication and interaction is increasingly becoming accepted and implemented worldwide, (Arpit, 2012:1; Camacho & Kumar, 2012:5; Hoffman, 2014:1-2; Hrdinova & Helbig, 2011:3; Khan et al., 2014:1; Mergel, 2013:1; Mossberger & Wu, 2012:1-2; Zafar & Naseer, 2014:2) due to a mixture of the development of the features of social media platforms, an increase in the social media clientele, and a greater understanding of the functions of social media, both on the part of the citizenry and the government. This increasing trend on the use of information technology is aimed toward the promotion of both accessibility and transparency of government services by the public (Arpit, 2012:48, 51), participation (Magro, 2012:153), and integration of different stakeholders (Hoffman, 2014:1). However, the development of social media technologies and the functionalities that come with it, comes with the increased expectation to improve government communications (Garvin, 2008 and Hand & Ching, 2011, in Ibid.).

### *The UN-ASPAs eReadiness index for e-Government*

An eReadiness index for e-Government developed by the United Nations and the American Society of Public Administration (UN-ASPAs) is a composite index comprised of the telecommunication infrastructure index, human capital index, eParticipation index, and the so-called web measurement index all taken from UN e-Government surveys. Highlighting the lattermost web measurement index provides a 5-stage web presence transitions an e-government evolves from before it ultimately becomes the ideal networked presence (CICT, n.d.:21; 132) or fully integrated web presence (Lallana et al., 2002:25-26). The following diagram illustrates these five stages:

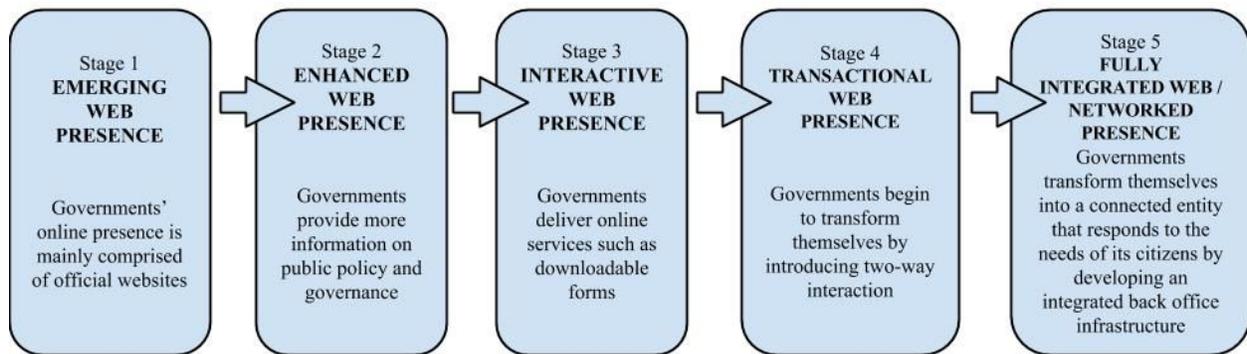


Figure 1: The UN-ASPAs e-Readiness index for e-governance (CICT, n.d. 21;132)

### *Awareness of government services*

According to the literature (Magro, 2012: 151) social media presence can affect the people's awareness of government services. Prior to any form of avilment of government services, and attainment of agencies' policy objectives, is for the citizens to gain awareness of the services offered by the government. Whether through social media or any other forms of media, this step is necessary to advance on the next stages of what this study ultimately wishes to measure, that is, performance evaluation of government agencies.

Awareness, which is basically gaining knowledge or perception of a phenomenon, is regarded in the literature as important in various ways. For instance, in the study evaluating whether media's

role in policy change process is either of contributor or conduit (Shanahan et al., 2008:4-6), the authors cited several studies suggesting that policy knowledge or understanding has normative effects, such as improving the practice of democracy, or enabling an informed citizenry whose sound judgment allows them to access reliable facts and interpretations prepared by experts. This shows how the basic effort of information dissemination to public is significant especially for the government.

This is not to discount, however, the importance of an inward flow of information, that is, from the public going back to the government. Kavanaugh et al. (2012) as cited in Khan et al. (2014: 5) reveals, through an exploratory study, that local governments use social media while lacking knowledge of its costs and benefits, information about their actual audience, mechanisms for monitoring activity, ways to handle responses, and assessment of the effects of their social media communication on the public. This is relevant to the problem Mergel (2014:13-16) addresses, for which he says that while government currently focuses on “push” technique to provide information from government publications the next big challenge will be to measure the extent to which government actively engages the public to gain access to citizen views and expertise.

## **METHODOLOGY**

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### **The Respondent Agencies**

The Philippine National Police (PNP) and Metropolitan Manila Development Authority (MMDA) are the two government agencies which the researchers aim to comparatively study. The performance of these government agencies is measured through their effectiveness in raising awareness of their services to the public in relation to how they utilize their respective social media platforms. The study deals only with the utility of Facebook and Twitter by PNP and MMDA. Accordingly, the choice of agency by the researchers depends on the most liked and

most followed government agencies as of November 2014, which was the proposal phase of the study.

Three major sections comprise this research, namely: (1) survey of social media subscribers of PNP and MMDA, (2) social media experts' interview mainly from the two government agencies, and finally (3) relevant government documents analysis.

### **Quantitative Analytical Methods: Survey and Statistical Analysis**

Given that the population of the study's survey is the collection of all Facebook and Twitter subscribers of both PNP and MMDA, the ideal methodology of conducting a probability sampling method could be possible if, strictly speaking, the list of earlier specified respondents or members of the population is available. Such list would enumerate all of the Facebook likers and Twitter followers of the agencies; an access to which is something that the security measures of both Facebook and Twitter restrict only to both platforms' social media administrators, i.e. PNP social media administrators and MMDA social media administrators. Without these government agencies providing authorized access to the researchers, such probability or randomized sampling method would not be possible.

Alternatively, nonrandomized sampling design could be employed. The alternative survey design requires a minimum of 100 respondents inclusive of both PNP and MMDA subscribers. At least 50 respondents are approximately assigned to be collected from each agency. This 50 minimum respondents is an aggregation of survey responses coming from three different groups: (1) agency Facebook subscribers, (2) agency Twitter subscribers, and a (3) agency Control group.

A three-part survey comprised of questions regarding respondents' social media use, availment of government social media, as well as their perception on government social media is administered to PNP and MMDA Facebook and Twitter subscribers. A corresponding survey composed of the same topics with some questions adjusted for non-subscription is administered

to a control group composed of all respondents who were not subscribed to either Facebook or Twitter of either PNP or MMDA during the time that the data collection is conducted.

### **Qualitative Analytical Methods**

The researchers utilize two complementary qualitative research methods in order to competently map out the contingent factors that are beyond the ability of the quantitative methods to capture. The qualitative research methods also aim to give us a picture of the structural-functional relationships within and outside the institution that is in connection with the execution of their mandate in social media, as well as other factors that may interact with the policy environment and components.

The qualitative methods selected for this research are interviews and document analyses. For the interview, social media practitioners from all respondent agencies are engaged through a key informant interview wherein key questions regarding the respondent agency are discussed, such as, but are not limited to, its history, operating procedures and environment, funding, challenges and future plans. For the document analyses, legislative and executive issuances, written and printed records and transcriptions of operating procedures, and other documents that may give the researchers the general picture of the policy environment of the research, and/or the specific details necessary to confirm inferential generalizations, comparisons and/or analytical observations, whether in the quantitative or qualitative side of analysis.

## **RESULTS AND DISCUSSIONS**

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### **Profiling the Respondents**

A total of 230 respondents, both subscribers and non-subscribers alike, provide their background, sentiments, insights, and familiarity with PNP and MMDA government services in relation to whether or not they utilize the official Facebook fan pages and official Twitter accounts of the said agencies.

Out of the 230 respondents, more than 80% come from the 20-39-year age bracket, around 8% were teenagers, and the rest are from the oldest (40 years and above) age group respondents captured by the study. Both sexes are relatively represented equally in the study with males comprising 45% and the rest being females. Majority, or almost 80% of the respondents are collegiate level, less than 20% are taking Masters or other graduate degrees, and the rest are at least secondary level.

In terms of geographical aspect, more than half or 59% of the respondents come from the National Capital Region, some 3% answer the survey from overseas, and the rest are located from the different regions all over the country.

The length of social media subscription of the respondents is relatively varied. 10% have just subscribed for less than a month, and both with around 12% are respondents who have been subscribers for either 1-5 months or 1-2 years. Tied also in comprising approximately 5% each of the sample are respondents who have subscribed for either 6-11 months or 3-4 years. On the average, only a little over 6% of the respondents spend less than one hour on social media per week, and the rest of the respondents are more or less uniformly distributed over the other time frames as follow: 1-3 hours (21%), 4-7 hours (28%), 7-14 hours (21%), more than 14 hours (24%).

### **Is the government effective in promoting awareness on services through social media?**

In assessing government's performance as regards its utilization of social media, one key point that the researchers intend to discuss is the extent to which the government promotes awareness on its services through the use of social media, particularly Facebook and Twitter.

In the survey conducted, three categories of respondents for each agency are formulated: Facebook group, Twitter group, and Control group.

With Facebook and Twitter groups being subscribers of agency Facebook and Twitter groups respectively, and the Control group being non-subscribers of the particular agency social media, each respondent is asked to rate their own perceived awareness of the government agency's services upon using/despite not using its social media. The responses on the perceived awareness are captured by an ordinal variable with values ranging from 1 to 5, 1 being the level of least/no acquired awareness.

The three survey categories are then compared to check for a significant difference among the groups. The Kruskal-Wallis test is used to determine if self-rated awareness of survey respondents vary by survey group. This step is done twice, first for the MMDA survey groups, then next to the PNP survey groups. Both tests show that there are statistically significant difference in the self-perceived awareness among both agencies' Facebook and Twitter survey groups. Also, pairwise comparison of survey groups in each agencies via a Mann-Whitney Test yielded that there are statistically significant differences in all survey group pairs except the PNP Facebook and Twitter comparison group. The Kruskal-Wallis Test proves that there is enough statistical justification to proceed with the analysis, while the Mann-Whitney Test tells us that there is indeed, an increase in awareness if you are a follower or a subscriber of the social media platform (in the case of comparison of non-control with control survey groups). However, a peculiar trend is noted in the comparison of non-control survey groups against each other: MMDA Twitter implementation seems to do better than MMDA FB implementation in increasing awareness among social media users, but the inverse trend is noted for the PNP social media implementations: Facebook seems to do better than its Twitter counterpart.

### **What are the factors that affect the relationship of social media strategies and the awareness of government services?**

In assessing government's performance as regards its utilization of social media, another key point that the researchers intend to discuss is the determination of which factors, together with the extent to which these factors, affect government's promotion of awareness on its services through the use of social media, particularly Facebook and Twitter.

That is, the researchers determined the relationship of the study's independent variables to the dependent variable awareness. The variables used in the study are enumerated and briefly described below:

(1) **Awareness on government services** is the study's dependent variable. Respondents are assigned into one of five different levels of self-perceived awareness: no acquired awareness, acquired some awareness, acquired enough awareness but did not interact, acquired enough awareness and interacted within the page, and acquired enough awareness and interacted within as well as beyond the page. For non-subscribers, this question merely reflects the level of awareness (ranging from 1-5, 5 being the highest) that the respondent feels s/he has as regards the agency(ies) services.

(2) **Survey group** refers to what survey group a respondent came from: MMDA FB, MMDA Twitter, MMDA control, PNP Twitter, PNP FB, and PNP control.

(3) **Respondent age** is another variable that assigns respondents into one of five different age groups: below 13 years old, 13-19 years old, 20-39 years old, 40-59 years old, and 60 years and above.

(4) **Respondent sex** is another variable that assigns respondents into one of two different sex categories: male or female.

(5) **Educational attainment** is a variable that assigns respondents into one of seven different educational attainment levels: no formal schooling, less than primary schooling, primary, secondary, vocational, collegiate, and masters level and higher.

(6) **Location** determines what geographical region a respondent came from: Ilocos Region, Cagayan Valley, Central Luzon, CALABARZON, MIMAROPA, Bicol Region,

Western Visayas, Central Visayas, Eastern Visayas, Zamboanga Peninsula, Northern Mindanao, Davao Region, SOCCSKSARGEN, Caraga, NCR, CAR, ARMM.

(7) **Social media usage rate** assigns respondents into one of five different usage rate: less than one hour, 1-3 hours, 4-7 hours, 7-14 hours, and more than 14 hours.

(8) **Satisfaction on the social media initiatives vis-à-vis Awareness on the existence of the social media sites** is a merged variable of both subscribers and non-subscribers to PNP and MMDA social media and is a binary yes-or-no question. Subscribers answer whether or not they are satisfied with the social media initiatives of the government agency that they are subscribed to while non-subscribers tell whether or not they are aware of the existence of PNP and MMDA social media websites.

(9) **Willingness to recommend social media sites vis-à-vis Willingness to subscribe to social media sites** is a merged variable of both subscribers and non-subscribers to PNP and MMDA social media and is a binary yes-or-no question. Subscribers answer whether or not they are going to recommend the social media sites of PNP and MMDA to others while non-subscribers tell whether or not they are going to subscribe to PNP and MMDA social media websites.

(10) **Satisfaction with the social media websites vis-à-vis Satisfaction with the information dissemination campaigns** is a merged variable of both subscribers and non-subscribers to PNP and MMDA social media and is a categorical-ordinal variable. Subscribers rate their overall satisfaction with the social media websites they are subscribed to while non-subscribers rate their overall satisfaction with the agency's information dissemination campaigns. The values of variables range from 1-5, 5 being the highest level of satisfaction.

Ordinal logistics regression is employed for the statistical analyses of these factors. This procedure aims to come up with a model that could best describe the factors affecting awareness on government services of PNP and MMDA. The model yielded from the regression procedure produce the following relevant observations:

**Interaction plays a significant role in increased self-awareness ratings.** Only the variables which indicated some degree of interaction have a statistical significance to the regression model. Interaction in the survey is operationalized as liking/favoriting, sharing/retweeting and commenting/mentioning in the agency's Facebook or Twitter social media platform, respectively. These acts can be taken to mean either or both of the two things: (a) they may be indicative of one's appreciation of the subject matter being acted upon (especially in the case of liking/favoriting and sharing/retweeting); or (b) commenting/mentioning allows for a higher degree of communication with the social media administrator, which can provide a greater extent of awareness among users.

**Being followers of government social networking are related with increased self-awareness of government services.** All non-control survey groups (i.e. government social media followers/likers) save one (MMDA Facebook) register a positive contribution to the regression model, while one control survey group (PNP Control group) registers a negative contribution to the regression model. All other groups did not register a significant contribution to the model. The internet, particularly social media, is becoming the preferred source of information of the digital age for government-related information compared to traditional media like newspapers, radio and television.

**Social Media Platform, vis-à-vis the kind of content plays a role in how well social media subscribers and followers will rate themselves in terms of their awareness of government services.** PNP Facebook registered the highest positive (numerical) contribution to the model, followed by the PNP Twitter, then MMDA Twitter. Facebook and Twitter, as social media platforms, have differing comparative advantage over each

other. Twitter's forte is the timeliness of content that is available to users, while Facebook allows for a richer content detail. We may be lead to the conclusion that a richer content might be more advantageous in terms of promoting awareness. However, this trend may also explain why MMDA Facebook is absent from the social media platforms that has a statistical significant relation to the model; the nature of the mandate of the MMDA social media presence, which is mainly to give and facilitate information exchange with regard to the status of the roadways of Metro Manila, is easier done in Twitter rather than in Facebook, due to the marginal advantage of the former in terms of timeliness and ease of accessibility of updates compared to Facebook.

**Satisfaction on social media initiatives may have a correlation with awareness.** Those who answered that they were not satisfied with the government's social media had a negative contribution to awareness. This leads us to the possibility that a satisfying government social media experience leads to a greater awareness among social media users.

### **Models for Assessment of Existing Social Media Implementations**

The Commission on Information and Communications Technology (CICT) has adopted the UN-ASPA e-Readiness index for e-governance as a gauge to determine the level of e-governance implementations in the Philippines. This model looks at the extent of services provided by the government, the quality and quantity of interactions, as well as the level of integration across functions and different subordinate agencies, provided through a certain government portal. This research adapted the UN-ASPA model for the purpose of being able to provide a classification of a social media implementation's level of advancement in terms of its accessibility, available services, interactivity provided, and the level of integration of services that can be provided within and outside the social media platform.

## The Social Media Presence Development Model

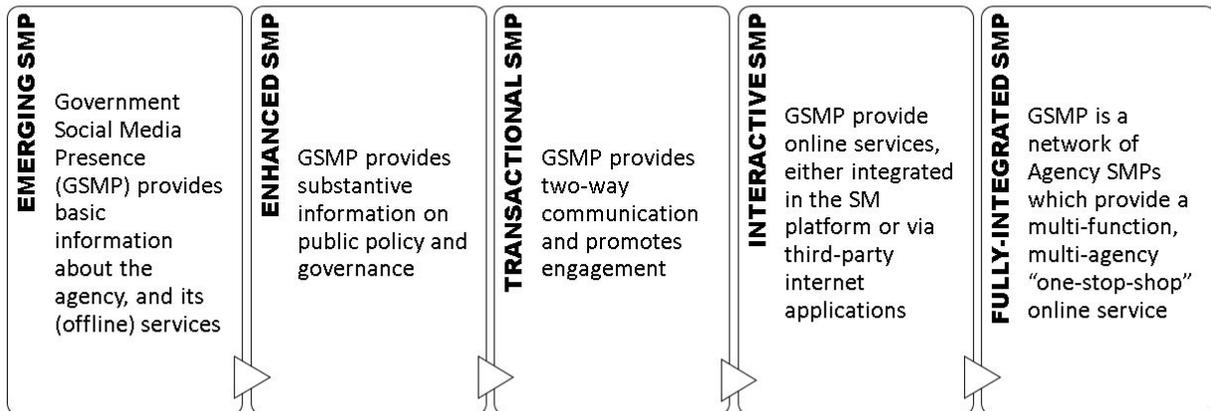


Figure 2: The Social Media Presence Development Model as adapted from the UN-ASPA e-Readiness index for e-government.

The UN-ASPA e-Readiness index for e-government was adopted for use in the specific context of social media for government purposes. The Social Media Presence (SMP) Development Model presents the logical progression of an agency’s SMP across the 5 levels defined: (1) Emerging SMP; (2) Enhanced SMP; (3) Transactional SMP; (4) Interactive SMP; and finally, the (5) Fully-integrated SMP. The Emerging SMP requires that the Government Social Media Presence (GSMP) provide the agency’s basic information, such as its contact address, number, e-mail, as well as the basic services offered by the agency that is usually availed online. The Enhanced SMP on the other hand requires that the agency provide the public with a substantive understanding on the agency’s role in governance, such that the questions of “how” (steps, requirements), “why” (legal basis, benefit to citizen-clientele) and “to what extent” (applicabilities and limitations of service) with regards to the agency’s service are answered. Transactional SMP simply provides for the interaction between the clientele and agency; engagement, which is the meaningful exchange of information between the client and agency, is the ideal of this level. Interactive SMP requires the provision of online services, whether within the functionalities available to the social media platform, or through applicable third-party internet applications. Finally, the Fully-integrated SMP requires a network between different

agencies which allows the client to access the myriad functions performed by this agency through a single access point or portal, creating a “one-stop-shop” service experience.

While in essence the SMP Development Model is directly adapted from the UN-ASPA’s e-Readiness index for e-governance, a notable modification in the former is discussed forthwith: the Interactive and Transactional stages are interchanged in the SMP Development Model, i.e. the Transactional stage comes before the Interactive stage in the original UN-ASPA model. The explanation for this modification is that in the process of studying the model for possible adaptation into social media implementation evaluation instead of e-governance, the researchers noted that social media platforms have an inherent advantage on providing and promoting two-way communications vis-à-vis traditional e-governance instruments such as government websites, due to its being “social” by design. Going back to the definition of social media, it is largely concerned with the creation and sharing of User-Generated Content, thus the decision to place the Transactional stage at a lower and more basic level in the SMP Development Model.

The rest of the definitions and statement of functionalities are adapted based on usual social media applications for information dissemination and integration.

### **Application of the SMP Development Model**

All social media implementations of both agencies have qualified, at the least, for a Level 3 Transactional Social Media Presence (SMP). First and foremost, the bases for the selection for the respondent agencies are the same bases for the classification of an agency under a Transactional SMP level: the evidence of two-way communication between the client and the agency that is more or less in a sustained duration and latency. These are evident in the social media implementations of both agencies.

As for the qualifications for lower levels, all social media implementations of both agencies list their basic information (address, contact numbers, postal details, and basic mandate) which

clears the Emerging SMP stage, and the relevant policies in social media engagement, both external and internal, which qualifies it for the Enhanced SMP.

As for the fourth stage, only the Facebook platforms for both agencies conditionally qualified for classification in this stage. Indicators, such as availability of downloadable forms, newsletters, and other specialized content, a working/workable search functionality [which is inherent in the social media platforms]), and a privacy policy/statement are more or less present. However, the true benchmark for classification in this stage is the availability of a functional online service, or at least in the case of SMPs, links to a provider of such services outside the social media platform.

Unless the provision of timely information and response will be considered a service as-is in SMP, we remain in our stand in a conditional qualification for SMP Development Stage for the Facebook platforms of the agencies.

The final stage may be unreachable in the case of both respondent agencies, especially for the MMDA. The Fully-integrated SMP stage requires the integration of different SMPs within the agency; which implies that an agency should have at least attached agencies alongside it, or has reporting agencies to it.

The PNP social media implementation has a possibility of having this SMP level due to it having the other SNTs within the entire police force (the regional, provincial, city, or municipality SNTs) that may be integrated with the central SNT managed by the PNP-PIO, upon a pertinent directive from the National Headquarters. An argument against such a wide-scale integration probably would be that interests and issues that can be accommodated in social media are largely parochial in nature between the different police jurisdictions; a greater audience (through the integration) will present to be another source of communication clutter instead of a functional venue for a wider discussion.

However in the case of the MMDA, due to the legal and political configuration of its policy environment, the creation of an integrated SMP seemingly requires monumental amounts of effort. Its affiliate agencies, which are either Local Government Units (LGUs) that are almost entirely comprised of Highly-Urbanized Cities which is almost fiercely politically-independent from each other, let alone when it is dealing with the MMDA (especially Makati City); or Department-level agencies, which are, but is not limited to the Department of Public Works and Highways (DPWH), Philippine Atmospheric, Geophysical and Astronomical Services Administration (PAGASA), etc., cannot be required by law to participate in any of the desired policy agenda of the MMDA, let alone in social media, as these agencies affiliation are merely symbolic or transactional in nature, and does not reflect any administrative relationship whatsoever (compared to the case of PNP). It will require significant mobilization of interdepartmental resources and prodigious amounts of political will which makes the endeavor almost counterproductive.

## **CONCLUSION AND RECOMMENDATIONS**

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The research, based on the statistical analyses alongside the qualitative analysis is able to confirm all its research questions and is able to establish with a considerable degree of confidence that current government social media strategies contribute to a greater awareness of government services. Likewise, the research is able to identify the factors which affect this relationship, namely: the different social media platforms (MMDA and PNP Twitter pages, the PNP Facebook page and the MMDA Control Group), extent of interaction in social media, social media usage rate, and satisfaction on social media presence.

While most of the characteristics based on the Social Media Presence (SMP) Development Model support the interplay between the aforementioned factors and the established relation between social media strategies and awareness of government services, there is still much to be

understood on how these factors specifically affect the translation of social media strategies into awareness, and the possibility of a quantitative model for this relationship.

Likewise, a more in-depth discussion and application of the existing models for social media strategy currently in use for private sector for government purposes, alongside the SMP Development Model, to achieve a three-pronged analysis, composed of a sustained understanding of the dimensions of Social Media Strategies, Awareness of government services, and the factors that support or impede this relationship.

The researchers endeavor to see the possibility of conducting a statistical analysis utilizing probability sampling techniques, as opposed to a purposive sampling method, in order to create a generalizable relationships in the context of our discussions, that can form the strongest possible basis for a pioneering field of study in social media application for government purposes.

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