



Effectiveness of Brand Image and Brand Awareness in Improving the Performance of the West Java Provincial Centre for Teachers and Education Personnel through Social Media Engagement

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ABSTRACT

The current era of digitalisation has brought about changes in public communication within government institutions. This is also the case at the West Java Provincial Teacher and Education Personnel Centre (BBGTK Jabar), which is the technical implementation centre of the Ministry of Primary and Secondary Education (Kemendikdasmen) tasked with providing training and competency development for teachers and education personnel in the province of West Java. Public communication plays a role in every activity carried out by this institution. This study aims to analyse the positive and effective influence of endogenous variables, namely brand image and brand awareness, on exogenous variables, namely the performance of BBGTK Jabar, through social media engagement as a mediating variable. The type of research used is descriptive and verificative with an explanatory survey research method. The data used are primary and secondary data, where the primary data collection technique is through surveys, while secondary data are obtained through literature studies, journals, articles, and websites. The research population was determined using the Slovin formula with a margin of error of 10%, resulting in 100 respondents consisting of teachers and educational staff who are active users of BBGTK Jabar social media. The research instrument was measured using a 5-point Likert scale, and data analysis was performed using Structural Equation Modelling (SEM). The results of the analysis show that brand image and brand awareness have a direct positive and effective influence on BBGTK Jabar performance through social media engagement as a mediating variable.

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INTRODUCTION

According to Kaplan & Haenlein (2020), social media is a group of internet-based applications built on the ideological and technological foundations of Web 2.0 that enable the creation and exchange of user-generated content. These platforms encourage active public participation in various social activities, ranging from sharing information, expressing opinions, communicating, to collaborating in multiple forms of content such as text, images, audio, and

video (Zhang et al., 2017). Social media has become an essential platform for companies to build brand awareness and brand image. In today's digital era, the use of social media not only allows companies to reach a broader audience but also provides opportunities to connect with customers and build long-term relationships, commonly referred to as social media engagement. The same applies to government institutions, where citizens as customers expect recognition (rewards) for every public service delivered. Building a strong brand image is crucial for government organizations, especially in enhancing public trust and improving institutional credibility. In the context of government organizations, one approach is to develop public education programs that emphasize the importance of branding for government institutions. A study by Anwar & Widiartanto (2021) found that branding has a significant effect on consumer purchasing decisions. This finding implies that if the public has a clear understanding of a government organization's brand image, they will be more likely to trust and choose that organization.

BBGTK Jabar, as a newly established government institution resulting from the merger of three technical units (UPT) in West Java in 2022, adopted the social media channels of PPPPTK TK and PLB, which had already been active and gained a substantial following since 2020. This organizational restructuring affected the social media engagement of BBGTK Jabar's channels. Based on insight data from its two main platforms—Instagram and Facebook—the management of these accounts began on April 20, 2020, with Instagram having 58 followers and Facebook 151 followers. By December 2020, a significant increase within eight months. In December 2021, growth slowed, similarly, in December 2022. However, in 2023, more intensive management of Instagram led to a 255% increase in followers, followed by another 104% increase in 2024.

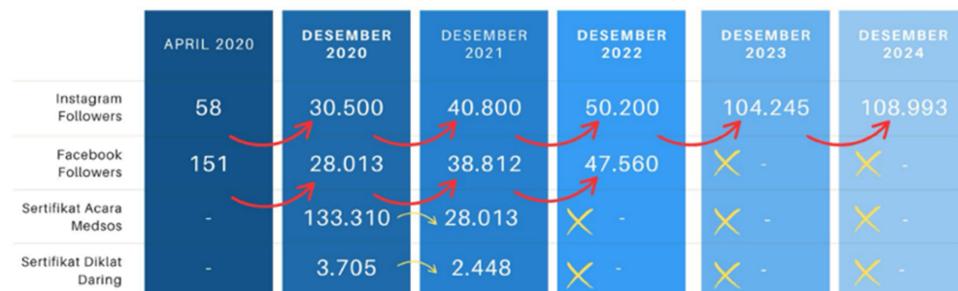


Figure 1.3 Percentage Data of Followers Decline and Viewing Services of PPPPTK TK and PLB / BBGTK West Java from 2020 to 2024

(Source: Data Insight of Instagram and Facebook PPPPTK TK and PLB / BBGTK West Java)
Additional data: engagement and performance decline (SAKIP)

When an institution uses an official account on social media, that account automatically becomes the representation and front line of the institution, serving as one of the public communication channels. Based on the explanation above, several main problems can be identified, (1) However, its effectiveness within government organizations, particularly BBGTK West Java, has not been fully optimized. The decline in engagement levels nationally has also affected the institution's image, in this case BBGTK West Java. (2) Consumer engagement in responding to social media has drastically declined, especially for information deemed unimportant to the audience, (3) Changes in the management of program broadcasts and services affect consumer interest in accessing desired information. (4) Decline in brand

awareness and brand image of BBGTK West Java in the eyes of society/customers. Weakening customer loyalty and engagement (customer brand engagement). Decreased institutional performance effectiveness in carrying out public communication, transparency, and accountability functions. Lost opportunities to leverage social media as a communication channel, as well as a tool for enhancing institutional image and performance.

This study aims to examine the key factors influencing social media management related to brand awareness, brand image, social media engagement, and performance of BBGTK West Java. More specifically, the research objectives are to identify and analyze Brand Image, Brand Awareness, Social Media Engagement, and Performance of BBGTK West Java. Also to find a direct and indirect influence between Brand Image, Brand Awareness, Social Media Engagement, and Performance of BBGTK West Java.

This research is expected to broaden knowledge, insights, and holistic references for Master of Management students in the field of Educational Management, showing that managing an educational institution is influenced by various aspects to enhance institutional performance. Specifically, this study highlights brand image, brand awareness, social media engagement, and institutional performance in a government institution such as BBGTK West Java as key elements in managing social media as a public communication tool. The practical aspect will be aims to Master of Management program, Universitas Sangga Buana YPKP, BBGTK West Java and serve as reference material for further studies on similar research.

The concept of management has evolved alongside increasingly complex business environments. Robbins & Coulter (2018) define management as a process involving coordination and supervision of others' work so that the work is completed effectively and efficiently. From various expert views, management can be understood as an integrated process encompassing strategic planning, resource organization, transformational leadership, and operational control to achieve organizational goals optimally. In the field of education, Bush (2020) explains that educational management is both a field of study and a practice related to the operation of educational organizations. Educational development leads toward personalized learning. The design of educational processes must increasingly adapt to modern demands, encouraging stronger self-learning and lifelong learning choices.

BBGTK West Java, as a government institution providing training programs for teachers and educational staff, must continuously enhance its organizational performance in educational management. In the digital era, brands function as emotional connectors with consumers, market perception controllers, and determinants of premium pricing that lead to long-term loyalty (Professor John MT Balmer, 2023). A strong combination of supporting elements creates a powerful brand image for consumers (Kotler & Keller, 2021). Social media serves as a medium of information exchange and can also function as an institutional promotion tool. In government organizations, it opens additional channels to interact with stakeholders (Haug et al., 2024). Governments are beginning to consider social media as a platform to manage and implement communication and information technology, aligning with the goal of creating effective and efficient governance and public services. In this context, social media engagement becomes a vital instrument to enhance transparency, public participation, and trust in government institutions, as identified by Mergel (2013). Mergel (2013) further outlined three missions of government social media: (1) Transparency, (2) Participation, and (3) Collaboration.

In public organizations, Sedarmayanti emphasizes that performance is not only about achieving targets but also about public service and value creation. Empirical studies also support this. Bretschneider & Mergel (2014) discuss social media use in the public sector, focusing on interaction and engagement and examining their impact on government. Medaglia & Zheng (2022) systematically reviewed 103 studies on social media and public sector innovation, highlighting positive correlations between social media engagement and increased public trust ($r = 0.67$) as well as service efficiency ($r = 0.54$). In education, Rahmawati et al. (2020) found positive correlations between institutional image and program success, emphasizing the importance of reputation in achieving strategic goals. Broucker et al. (2021) argue that consistently communicated organizational identity shapes public perception, ultimately increasing trust in transformative institutions. Satria & Firmansyah (2024) reinforce that brand image directly affects performance, highlighting the need for holistic branding strategies. Shehzadi et al. (2020) and Nisar & Whitehead (2016) found that brand awareness enhances digital interactions, which in turn impact organizational performance. Beyond communication, digital engagement serves as a benchmark of institutional adaptability to modern dynamics. Mishnick & Wise (2024) show that increased social media engagement contributes to 41% program efficiency. Y. Liu (2022) confirms this with research on viral educational content on TikTok as a form of digital advocacy. Digital interaction is also influenced by alignment between brand values and stakeholder expectations, with people more likely to engage with organizations that reflect their personal values. This is known as the digital advocacy loop (Wilk et al., 2021; Meyer-Waarden et al., 2023; Setiadi, 2023; Yi Liu et al., 2021), where stakeholder satisfaction generates organic content reinforcing the institution's image, driving positive digital advocacy that boosts institutional reputation.



Figure 2.6 Schematic illustration of independent variables and dependent variables in the research variable relationship paradigm of Brand Image and Brand Awareness Effectiveness on performance through Social Media Engagement (Case Study at the Center for Teachers and Education Personnel of West Java Province)

METHOD

This study adopts a management concept, specifically examining the effectiveness of brand image (X1) and brand awareness (X2) on performance (Y) through social media engagement (Z). To test the hypotheses and analyze the relationship between independent and dependent variables, this research employs Structural Equation Modeling (SEM). In SEM

analysis using SmartPLS (Structural Equation Modeling–Partial Least Squares), there are two main stages: outer model analysis and inner model analysis.

The independent variables in this study are brand image and brand awareness, which are variables that influence or cause changes (Hair, J. F.; Black, W. J.; Babin, B. J.; Anderson, 2022). The dependent variable is performance, which is influenced by the independent variables (Sekaran, Uma & Roger, 2020). Meanwhile, the intervening or mediating variable in this research is social media engagement, which theoretically influences the relationship between independent and dependent variables, serving as an indirect and unobservable mediator (J. W. Creswell, 2023).

The unit of analysis and respondents in this research are service users who are active on BBGTK Jabar's social media (UPT Kemendikdasmen). This study employs a cross-sectional method, as it was conducted within a period of less than one year, focusing on the object of study within a specific time frame (not continuously over the long term).

Based on the explanation and research field, the type of research used is descriptive and verificative. This study examines the effectiveness of brand image and brand awareness on performance through social media engagement with a case study at BBGTK Jabar (UPT Kemendikdasmen).

Given that the study is descriptive and verificative in nature, conducted through field data collection, the research method applied is explanatory survey. This approach aims to explain the position of the variables studied and to examine the causal relationships between variables (Sugiyono, 2022). Explanatory surveys are carried out to explore problem situations, generating insights and ideas regarding the challenges faced by researchers (Maholtra, 2021).

The data used in this study consists of primary data and secondary data. Primary data refers to information collected directly by the researcher to address the research questions or objectives, typically through surveys or questionnaires. Secondary data, on the other hand, is information obtained indirectly or from historical sources that have already been compiled by others.

The population in this study comprises service users active on BBGTK Jabar's social media. Specifically, the population is the followers of BBGTK Jabar's Instagram account, totaling 109,000 followers (as of March 2025). Instagram was selected as the digital platform for determining the population due to its characteristics that enable two-way interactions between organizations and the public, as well as its ability to build brand image and brand awareness through visual content and storytelling (Lei et al., 2021; H. Lim & Childs, 2020). Furthermore, Instagram is considered the most effective platform for measuring public engagement with an organization or brand (Kelly, 2020).

This study applies Slovin's formula with a 90% confidence level and 10% margin of error, resulting in a sample of 100 survey respondents selected using purposive sampling. The inclusion criteria for respondents in this study are:

1. Followers of BBGTK Jabar's Instagram for at least 3 months;
2. Having interacted with BBGTK Jabar's Instagram content;
3. Aged at least 17 years;
4. Residing in West Java Province; and
5. Having used or benefited from BBGTK Jabar's services.

Data collection was carried out using two methods: (1) questionnaire, and (2) literature review and internet exploration. The instrument validity and reliability testing was conducted using the **outer model**, which measures convergent validity, discriminant validity, and reliability. The collected data, obtained through questionnaires designed around the study variables, was tabulated and measured using a Likert scale to assess attitudes, opinions, and perceptions of individuals or groups toward social phenomena. For the confirmatory analysis, this study used Partial Least Squares (PLS) with SmartPLS 3.0 software, which is one of the alternative SEM methods designed to handle complex variable relationships and mediation variables with relatively small sample sizes. The **inner model** was used to measure R-Square, Q-Square, Goodness of Fit (GoF), and hypothesis testing through bootstrapping.

RESULTS AND DISCUSSION

A. Results

Based on the data analysis, 61% of respondents were female and 39% were male. The largest age group was 41–50 years (43%), followed by 31–40 years (42%). A total of 82% of respondents were teachers in West Java Province, with 35% having 16–20 years of work experience. The majority (62%) held a bachelor's degree (S1), and 57% were in rank/class III (Penata). The composition of respondents aligned with the inclusion criteria, as they were teachers and educational staff working in West Java Province and active users of BBGTK Jabar's social media.

Table 4.25: Recapitulation of Research Variables

Average	Average Score	Category
1. Brand Image	3,54 3	Positive
2. Brand Awareness	3,58 3	Positive
3. Social Media Engagement	3,29 9	Fairly Positive
4. Average	3,02 5	Fairly Positive
Performance	3,36 25	Fairly Positive

Source: Processed Primary Data, 2025

The average response from respondents to the West Java BBGTK social media platform was 3.3625, or 67.25%, which is quite positive. The lowest average score was for the performance variable, at 3.025, or 60.5%, while the highest score was for brand awareness, at 3.583, or 71.6%. For Brand Image, the lowest average score for the brand image indicator was for the Uniqueness of Brand Associations indicator, at 3.5, or 70.0%, and the lowest score for Brand Awareness was for the Brand Recognition indicator, at 3.53, or 70.6%. Meanwhile, the lowest average score for the social media engagement indicator was for the Transparency indicator, at 3.26, or 65.2%. The lowest average score for the performance indicator was for the Transparency indicator, at 3.26, or 65.2%.

Data quality testing using convergent validity demonstrated that an indicator is valid if its loading factor is positive and greater than 0.7 and its AVE value is greater than 0.5.

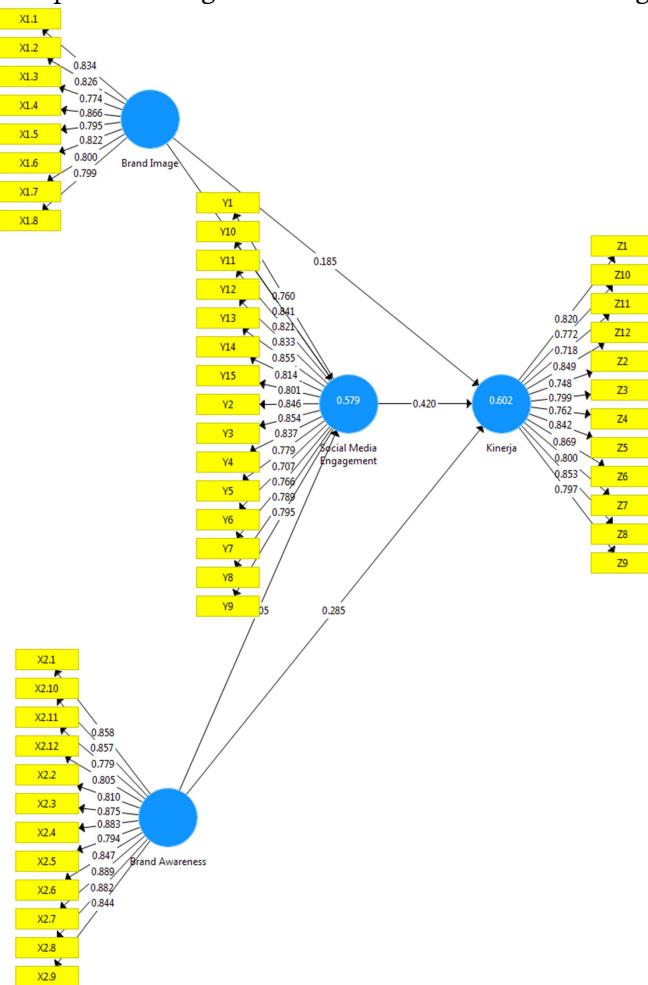


Figure 4.21 Structural Model

Source: SmartPLS Output (v.3.2.9)

Based on the figure above, it is clear that the loading factor value generated by each indicator is positive and greater than 0.7, and the AVE value is greater than 0.5. Therefore, these indicators are declared valid as measures of the latent variables.

Table 4.16 Fornell-Larcker Criterion Values

Variable	<i>Brand Awareness</i>	<i>Brand Image</i>	<i>performance</i>	<i>Social Media Engagement</i>
Brand Awareness	0,844			
Brand Image	0,479	0,815		
performance	0,680	0,551	0,804	
<i>Social Media Engagement</i>	0,727	0,546	0,729	0,808

Sumber: Hasil Output SmartPLS (v.3.2.9)

The cross-loading value and Fornell-Lacker criterion indicate the magnitude of the correlation between a construct and its indicators and indicators of other constructs in the Discriminant Validity test. The standard value used must be greater than 0.7. The cross-loading value for each item is greater than 0.70, and each item also has the highest value when linked to its latent variable compared to other latent variables. This indicates that each variable in this study accurately explains its latent variable and proves the discriminant validity of all items.

Reliability in PLS uses Cronbach's alpha and composite reliability values. Reliable is declared if the composite reliability value is above 0.7, and the recommended Cronbach's alpha value is above 0.7.

Table 4.18 Reliability Test

Variable	Cronbach's Alpha	Composite Reliability
<i>Brand Awareness</i>	0,963	0,967
<i>Brand Image</i>	0,928	0,940
<i>performance</i>	0,950	0,956
<i>Social Media Engagement</i>	0,962	0,966

Source: SmartPLS Output Results (v.3.2.9)

Based on Table 4.18 above, it can be seen that the composite reliability values for all research variables are >0.7 and Cronbach's Alpha >0.7 . These results indicate that each variable meets the composite reliability and Cronbach's Alpha requirements, thus concluding that all variables have a high level of reliability.

After testing the outer model, the next step is to test the inner model.

Table 4.19 R-Square Test Results

Variable	R-Square	R-Square Adjusted
Performance	0,602	0,590
<i>Social Media Engagement</i>	0,579	0,571

Source: SmartPLS Output Results (v.3.2.9)

The results shown in the table above indicate that 60.2% of the Performance variable can be explained by the independent variables, with the remaining 39.8% explained by other variables not included in this study. Meanwhile, the adjusted R-Square value for the Social Media Engagement variable can be explained by the independent variables, with the remaining 42.1% explained by other variables not included in this study.

Predictive relevance is a test used to demonstrate how well the observed values generated using the blindfolding procedure are based on the Q-square value.

Table 4.20 Predictive Relevance

Variable	$Q^2 (=1-SSE/SSO)$	Description
Performance	0.376	Has predictive relevance value
<i>Social Media Engagement</i>	0.366	Has predictive relevance value

Source: SmartPLS Output Results (v.3.2.9)

Based on the data presented in the table above, it can be seen that the Q-square value for the dependent variable is >0 . This value indicates that this study has a good observation value, as the Q-square value is >0 (zero).

The data processing results for the VIF showed that all VIF values were <5 , thus concluding that the data did not exhibit high collinearity. This indicates that the variables used will not cause errors in significance assessments or weight estimation.

The final validity test was performed by examining the Heterotrait-Monotrait Ratio (HTMT). The required HTMT ratio must be less than 0.9 to meet the discriminant validity assessment. A value above 0.9 indicates that the research model formed from the four variables above is valid.

Table 4.23 Model Fit

	Saturated Model	Estimated Model
SRMR	0,065	0,065
d_ULS	4,767	4,767
d_G	3,893	3,893
Chi-Square	1603,450	1603,450
NFI	0,702	0,702

Source: SmartPLS Output Results (v.3.2.9)

This model fit test is used to determine whether a model fits the data. The SRMN value of the model in the table is less than 0.1, thus meeting the model fit criteria and being declared perfect. Meanwhile, the NFI value is between 0 and 1, i.e., 0.702, indicating a good fit.

The structural relationship model test aims to explain the relationship between the variables in the study. The results of the verification analysis demonstrate a positive and effective relationship between brand image and brand awareness on the performance of BBGTK Jabar, with social media engagement as an intervening variable. This is demonstrated in the table below.

Table 4.24 Hypothesis Testing

Variable	Original Sample (O)	T Statistik ($ O/STDEV $)	P Values
Brand Image -> performance	0,185	2,653	0,008
Brand Awareness -> performance	0,285	3,490	0,001
Social Media Engagement -> performance	0,420	4,336	0,000
Brand Image -> Social Media Engagement	0,256	3,114	0,002
Brand Awareness -> Social Media Engagement	0,605	8,495	0,000

Source: SmartPLS Output Results (v.3.2.9)

Thus, the results of testing hypotheses 1, 2, and 3 demonstrate that brand image, brand awareness, and social media engagement have a direct, positive, and effective influence on the performance of BBGTK West Java. Meanwhile, hypotheses 4 and 5 demonstrate that brand image and brand awareness have an indirect, positive and effective influence on the performance of BBGTK West Java through social media engagement.

B. Discussion

The performance of public organizations such as BBGTK Jabar is oriented toward outcomes and public evaluation (Osborne & Gaebler, 2017). This aligns with the view of experts who state that brand image is not merely a consumer perception, but also a strategic asset that organizations can leverage to achieve competitive advantage (Philip T. Kotler & Kevin Lane Keller, 2021). Building a strong brand image for BBGTK Jabar will enhance consumer confidence and motivation to collaborate in the implementation of its programs and services. Indirectly, this will create convincing word-of-mouth among consumers, thereby reducing resistance toward newly launched programs.

The impact of an improved brand image for BBGTK Jabar is higher consumer trust, which in turn increases the completion rate of programs and opens up more opportunities for collaboration. Customer satisfaction evaluation results are improved, and the effectiveness of knowledge transfer to the workforce is enhanced. Ultimately, BBGTK Jabar is positioned toward becoming a center of excellence in its programs and services.

Brand awareness is a crucial element in introducing a brand or organization to the public (Murdjaya & Faisal, 2025). To enhance public brand awareness of BBGTK Jabar, the effectiveness of program implementation must be strengthened, which requires contributions from employees to improve their performance quality. Since the positive and significant effect of brand awareness on performance has been validated, the expected outcome is that consumers will understand, select, and associate BBGTK Jabar's brand with the services and programs they choose to engage in. With full awareness, consumers willingly participate in BBGTK Jabar's activities, strengthening its brand in the eyes of its audience as a government organization providing relevant services and programs. Consequently, the performance of BBGTK Jabar will increase alongside rising consumer demand for its popular services and programs.

In line with Mishnick & Wise (2024), whose study shows that increased social media engagement contributes to program efficiency by 41%, BBGTK Jabar must recognize that as a government organization, achieving performance and service targets is its core business, which is continuously evaluated. To build strong connections between BBGTK Jabar and its consumers, it is essential to ensure ease of access to information and programs. High social media engagement is determined by several factors, including the use of platforms with high user bases, simplifying access to information and programs through viral marketing, and fostering connections by responding positively to posts and service complaints. Organizational transparency and accountability as a public institution foster positive participation and open opportunities for collaboration to further improve BBGTK Jabar's performance.

Organizational performance encompasses both effectiveness and efficiency in achieving organizational goals. Effectiveness reflects the extent to which desired outcomes are achieved, while efficiency relates to the degree to which resources are optimized (R. L. Daft & Marcic, 2019). Therefore, organizational performance is closely tied to building a positive and effective brand image. Establishing a favorable public image can be achieved through effective and efficient organizational performance.

The performance of BBGTK Jabar is the collective result of various activities, processes, and outcomes that reflect its effectiveness in carrying out its vision and mission to enhance the capacity of teachers and education personnel in West Java. Positive manifestations of improved performance include consumers' ability to apply acquired knowledge directly, improved

personal performance, the generation of innovations and best practices, and the continuation of peer teaching and knowledge sharing. These outcomes demonstrate the organizational performance improvements achieved in fulfilling BBGTK Jabar's mission to provide services for teachers and education personnel.

CONCLUSION

The variables of brand image and brand awareness show positive criteria, while social media engagement and organizational performance of BBGTK Jabar fall within the moderately positive category. This indicates that the influence of brand image and brand awareness on performance through social media engagement is acknowledged by respondents. Information services and programs launched on BBGTK Jabar's social media platforms attract respondents' attention due to their relevance to their needs and alignment with the vision and mission of BBGTK Jabar.

An enhanced brand image will automatically improve service quality, generate positive consumer responses, strengthen internal integrity, and open collaboration opportunities with stakeholders. Thus, fluctuations in BBGTK Jabar's performance will follow the trajectory of its brand image. Achieving Top of Mind Awareness will position BBGTK Jabar as the primary choice in consumers' minds, reinforcing its service ecosystem and organizational standing on social media platforms. This implies that performance improvement will align with the strengthening of brand awareness.

Digital platforms facilitate the dissemination of information on BBGTK Jabar's services and programs. Active involvement on social media, quick responses to comments, complaints, suggestions, and inquiries, as well as improved transparency and accountability, will build public trust in BBGTK Jabar. Building a good reputation and creating positive interactions encourage active participation on social media and establish a strong foundation for the organization. Trust built through brand image indirectly enhances organizational performance, while amplifying word-of-mouth marketing further improves performance by expanding program reach without significant additional costs. High public awareness and acceptance to actively seek, follow, and interact with organizational content will ultimately increase communication reach and frequency, which positively impacts BBGTK Jabar's performance. The role of social media engagement as a communication medium is vital in bridging the development of brand image and brand awareness, which in turn directly affects organizational performance.

RECOMMENDATIONS

BBGTK Jabar should enhance consumer engagement with its social media platforms by reassessing service and program needs and taking further steps such as expanding popularity among educational stakeholders in West Java, increasing consumer interest in services and programs, strengthening the significance of its services for easier organizational identification, providing relevant information according to consumer needs, and delivering more innovative and beneficial services for teachers and education personnel. Build a professional and competent reputation with perceived efficiency to improve service and program quality. Reassess social media content management strategies to increase positive responses, which will directly enhance internal integrity and open opportunities for stakeholder participation and collaboration.

Leverage the four dimensions of brand awareness to raise consumer attention toward services and programs as a means to achieve Top of Mind Awareness. Continue strengthening the social media ecosystem of services and programs to reach a more influential position on digital platforms. Empower and actively engage in digital platforms as media for disseminating service and program information. Establish positive and effective two-way communication to foster transparency, accountability, and public trust. Build meaningful engagement, reinforce a strong organizational reputation, and create active and sustainable interactions by conveying organizational values, thereby strengthening management trust, performance, and stakeholder solidarity.

Create continuous engagement momentum, foster strong public awareness to actively seek, follow, and interact with social media content. Increased communication reach and frequency will enhance receptiveness to shared messages and content, thereby improving organizational performance through more effective dissemination of training program information and better conversion rates.

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