



Anggraeni Permatasari <anggraeni@president.ac.id>

Fwd: [AJTM] Editor Decision

1 message

GRISNA ANGGADWITA <grisnaanggadwita@telkomuniversity.ac.id>

Mon, May 10, 2021 at 8:32 PM

To: Dini Alamanda <alamanda.dini.2017@gmail.com>, Anggraeni Permatasari <anggraeni@president.ac.id>

----- Forwarded message -----

From: **AJTM Journal** <journal@sbm-itb.ac.id>

Date: Thu, 6 May 2021, 13:18

Subject: [AJTM] Editor Decision

To: Grisna AnggadwitaGrisna Anggadwita, ST., MSM <grisnaanggadwita@telkomuniversity.ac.id>

Dear Ms. Anggadwita,

Based on the review results of the reviewers, we have reached a decision regarding your submission to The Asian Journal of Technology Management (AJTM), "Mapping communication priority of local government leaders through Instagram captions in socializing smart city programs". The paper requires revision.

Please revise your manuscript according to the reviewers' recommendations. To make it easier for our reviewer to see what has changed, please mark the substantial scientific changes by color, and fill in table revision summaries attached, before June 3rd, 2021, to be considered as a candidate for publication

Please resubmit your paper and revisions via the AJTM journal system, and please also send us a mail-in ajtm@sbm-itb.ac.id (as a back-up). Failure to comply with any of the reviewer's input and submission deadline can lead to your article's rejection. Looking forward to having your improved manuscript

Warmest regards,

Gatot Yudoko, PhD

Editor In Chief
The Asian Journal of Technology Management (AJTM)-----
Reviewer 1:

Please refer to attached file.

Reviewer 2:

The authors have not adequately express the scientific advantages of their approach, please also consider whether or not the authors have provided adequate information to enable readers not familiar with the specific field to understand the research objective.

Please do correction for some typos, such as SMart City

The use of ATLAS.Ti in this study does not contribute much because it only raises word clouds, the author can use it to come up with a communication model or hypothesis for future research.

It is recommended that each finding be briefly described, to provide the

readers with an understanding of the suitability analysis of the findings, coding, and the discussion made by the authors

Asian Journal of Technology Management
<http://journal.sbm.itb.ac.id/index.php/asian>

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2 attachments



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Reviewer 1 comments.docx

291K



Anggraeni Permatasari <anggraeni@president.ac.id>

Re: [AJTM] Editor Decision

1 message

GRISNA ANGGADWITA <grisnaanggadwita@telkomuniversity.ac.id>

Fri, Jun 18, 2021 at 10:49 PM

To: AJTM Journal <journal@sbm-itb.ac.id>

Cc: gatot@sbm-itb.ac.id, fajar.belgiawan@sbm-itb.ac.id, meditya.wasesa@sbm-itb.ac.id, Anggraeni Permatasari <anggraeni@president.ac.id>, Dini Alamanda <alamanda.dini.2017@gmail.com>, idzhar inzaghi <idzharzar@gmail.com>

Dear Editors,

Thank you very much for the decision for our manuscript. We are glad that our article was accepted by your leading journal. Please find the attachment of the Copyright Transfer Agreement (CTA) for our article. Please let me know about the next process of publishing this article.

Best regards,
Grisna

On Fri, Jun 18, 2021 at 5:18 PM AJTM Journal <journal@sbm-itb.ac.id> wrote:

Dear Ms. Anggadwita,

Based on the evaluation of the revised final manuscript, the editorial board of the Asian Journal of Technology Management (AJTM) has decided that your article, "Mapping communication priority of local government leaders through Instagram captions in socializing smart city programs" has been accepted for publication.

To Finalize the process please reply to this email and please complete and attach the filled copyright transfer form (attached in this mail) to us.

Congratulation once again. Looking forward to your participation in this journal.

Sincerely yours,

Gatot Yudoko, PhD

Editor In Chief,
The Asian Journal of Technology Management (AJTM)

Asian Journal of Technology Management
<http://journal.sbm.itb.ac.id/index.php/asian>

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AJTM - Copyright Transfer Agreement - Grisna dkk.pdf
248K



Anggraeni Permatasari <anggraeni@president.ac.id>

Re: [AJTM] Mapping communication priority of local government leaders through Instagram captions in socializing smart city programs

1 message

GRISNA ANGGADWITA <grisnaanggadwita@telkomuniversity.ac.id>

Fri, Jul 9, 2021 at 12:54 AM

To: AJTM Journal <journal@sbm-itb.ac.id>

Cc: Gatot Yudoko <gatot@sbm-itb.ac.id>, fajar.belgiawan@sbm-itb.ac.id, meditya.wasesa@sbm-itb.ac.id, supri@sbm-itb.ac.id, Dini Alamanda <alamanda.dini.2017@gmail.com>, Anggraeni Permatasari <anggraeni@president.ac.id>

Dear Editors,

Please find the attachment to our revised paper. We have revised the manuscript according to the feedback from the proofreader. We attached two files, the first file is the revised version that comes with change tracking, and the second file is the clean version.

Please let me know if any revisions are needed. Thank you for your cooperation.

Best regards,
Grisna

On Fri, Jun 25, 2021 at 10:55 AM AJTM Journal <journal@sbm-itb.ac.id> wrote:

Dear Authors,

We have sent your paper to proofreader and we have obtained the results. Attached, the proofread results and the certificate.

There are several comments from the proofreader that we think is important to be addressed. Therefore, please revise the paper according to the proofreader suggestions and send the paper back to us by replying this email.

If possible, we would like to get your revised paper at the latest on July 9th, 2021.

Thank you very much,

Sincerely yours,

AJTM editorial team.

Asian Journal of Technology Management
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2 attachments**Revise_AJTM_Track Changes.docx**

217K



Revise_AJTM_Clean.docx

175K



Anggraeni Permatasari <anggraeni@president.ac.id>

[AJTM] Final version of the paper

2 messages

AJTM Journal <journal@sbm-itb.ac.id>

Tue, Aug 24, 2021 at 1:40 PM

To: Grisna Anggadwita <grisnaanggadwita@telkomuniversity.ac.id>, Dini Turipanam Alamanda <alamanda.dini.2017@gmail.com>, Anggraeni Permatasari <anggraeni@president.ac.id>, Idzhar Inzaghi Setiawan <idzharzar@gmail.com>

Cc: gatot@sbm-itb.ac.id, meditya.wasesa@sbm-itb.ac.id, fajar.belgiawan@sbm-itb.ac.id, research@sbm-itb.ac.id

Dear Authors,

We have finished lay outing for publishing the paper for August 2021 issue.
Please check the final version, attached.

If there is a revision, please let us know before Friday, August 27, 2021.
If there is no revision, or if we did not hear from you until Friday, August 27, 2021, we will proceed with this version.

Congratulation once again. Looking forward to your participation in this journal.

Sincerely yours,

AJTM Editorial Team.

Asian Journal of Technology Management
<http://journal.sbm.itb.ac.id/index.php/asian>

 **3 Grisna Anggadwita_ID 3806.docx**
154K

GRISNA ANGGADWITA <grisnaanggadwita@telkomuniversity.ac.id>

Fri, Aug 27, 2021 at 4:18 PM

To: AJTM Journal <journal@sbm-itb.ac.id>

Cc: Dini Turipanam Alamanda <alamanda.dini.2017@gmail.com>, Anggraeni Permatasari <anggraeni@president.ac.id>, Idzhar Inzaghi Setiawan <idzharzar@gmail.com>, Gatot Yudoko <gatot@sbm-itb.ac.id>, meditya.wasesa@sbm-itb.ac.id, fajar.belgiawan@sbm-itb.ac.id, research@sbm-itb.ac.id

Dear Editor AJTM,

We do not have corrections for the manuscript, please continue the process of this manuscript for publication. Thank you very much

Best Regards,
Grisna

[Quoted text hidden]

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Revision Table Report

REV	Reviewer Comment	Revision from Author
1	Please refer to attached file.	
2	<p>The authors have not adequately express the scientific advantages of their approach, please also consider whether or not the authors have provided adequate information to enable readers not familiar with the specific field to understand the research objective. Please do correction for some typos, such as SMart City</p> <p>The use of ATLAS.Ti in this study does not contribute much because it only raises word clouds, the author can use it to come up with a communication model or hypothesis for future research.</p> <p>It is recommended that each finding be briefly described, to provide the readers with an understanding of the suitability analysis of the findings, coding, and the discussion made by the authors</p>	
<p>Editor comment:</p> <p>Kindly revise your manuscript according to the comments of reviewers and fill in your feedback on the revision table provided on the attachment. Also please report the revision in two ways: email us and submit the revised manuscript and revision table to our system before June 3rd, 2021.</p> <p>While you do the revision, please kindly do the plagiarism check and proofread as well.</p> <p>Note: Write all revisions in the manuscript using blue font color.</p>		

Mapping communication priority of local government leaders through Instagram captions in **Publicising** **socialising** smart city programmes

Abstract. Currently, social media is required to inform the public ~~communicate~~ about local government programmes related to ~~towards~~ smart city. Advances in technology require the government to provide fast, precise and accurate information services. Local government leaders' communication patterns are crucial ~~an important~~ factors in the successful implementation of the smart city. This study aims to map the communication priorities of local DKI Jakarta government leaders in publicising ~~socialising~~ the smart city programmes using Instagram. The study, using a qualitative method with a content analysis approach, employs a case study involving an Instagram account owned by Anies Baswedan as the head of the DKI Jakarta regional government, analysing captions posted between February 2019 and February 2020. The ATLAS.Ti program was used for data processing. The study results reveal that the highest priority area for communication regarding the smart city programmes was Smart Economy. Moderate priorities included Smart Living, Smart People, Smart Governance and Smart Mobility. Lastly, Smart Environment had a low priority. This study demonstrates that Instagram can be an effective medium for building interaction between leaders and the community in delivering smart city programmes with balanced communication intensity for each programme. Thus, this study's findings are expected to provide a reference for local government leaders in balancing communication priorities for all smart city programmes.

Keywords: analysis content, Instagram, local government leader, smart city, social media

Commented [jh1]: publicising?

Commented [jh2]: inform the public about?

Commented [jh3]: What do you mean by "towards"?

related to?
helping a metropolitan area to move towards?

Also, is social media required? Or would it be more accurate to say something like the following?

social media facilitates communicating about...
government officials are using social media to communicate about...

Commented [jh4]: a crucial factor?
a vital factor

Commented [jh5]: smart city technology?

Commented [jh6]: one such government leader?

Commented [jh7]: What do you mean by socialising?
making the public aware of?
advertising?
providing information about?
promoting?
publicising?

Commented [jh8]: I'm wondering if these terms should be in lowercase rather than capitalised?

1. Introduction

A smart city optimises the use of technological tools by integrating interconnected technology and available information to manage and maximise city assets (Anggadwita ~~(1)~~ et al., 2020~~a~~). The importance of using social media in managing a city while progressing towards becoming a smart city is clear because in the current era of globalisation and digital technology, the public demands that the government provide fast, precise and accurate information services (Hasibuan & Krianto, 2019). According to Budiarti et al. (2016), social media has a significant influence on a person's life. Social media can be defined as online media that people use to express their feelings to maintain and improve their existence (Kapoor et al., 2018). Currently, local governments widely use social media to communicate about government programmes and interact with the public by facilitating open feedback, comments and sharing information quickly on an ongoing basis.

The use of social media is one example of governmental efforts to bring public services closer to society by employing information technology. One of the Indonesian government's efforts is to ~~encouragac focus that~~ local government leaders ~~have to~~ communicate about ~~through Instagram is the smart city programmes through Instagram~~. For example, Anies Baswedan, the governor of DKI Jakarta from 2017 to 2022, has consistently used Instagram as a communication tool to inform the people living in DKI Jakarta about government programmes and interact directly with the community. Currently, Baswedan's Instagram account has as many as 4.8 million followers (@aniesbaswedan, 2020), an indication that his followers have received information about the work programmes of the DKI Jakarta regional government based on Baswedan's ~~uploadeds content~~.

DKI Jakarta as a smart city ~~is in the process of implementation is still being implemented~~ under various development programmes. Transparency and easy access to government data continue to be maximised. Moreover, easily accessible media (including social media) provide information related to community activities in the capital city of Jakarta. Social media is ~~a vital an important~~ tool supporting the initiation of the smart city technology ~~approach~~ in Jakarta, one facet of which is its function as a human sensor. Additional applications include relying on ~~electronic sensors~~ to monitor river conditions, including water levels, traffic, air quality and weather. Social media can facilitate collecting real-time information about these qualities via citizens who report conditions on Instagram, Twitter or Facebook ~~faster more quickly and precisely~~ (Jakarta Smart City, 2020). The data under consideration can also ~~convey information about include~~ unexpected events such as natural disasters or riots.

Members of the public also use social media daily to obtain the latest information. Thus, social media can be key to disseminating information, providing an effective tool for sharing information from the government concerning policy or development and public facilities, attracting ~~additional~~ public attention (leMadestam & Falkman, 2017). Social media can also provide a platform for citizen complaints, for example, reporting damage to facilities such as roads and sidewalks, unsatisfactory public services, illegal parking and ~~lack of~~ cleanliness. Another application of social media entails receiving useful ideas and suggestions for the development of a smart city in Jakarta.

According to the results of the WeAreSocial.net and Hootsuite (2020) survey, Instagram is the sixth largest social media platform in the world. In Indonesia, Instagram is the fourth most used social media site after YouTube, Facebook and WhatsApp. ~~Accordingly, This study~~ provides communication priority mapping

Commented [jh15]: is in the process of implementation?

Commented [jh9]: Which of the two "Anggadwita et al." references does this citation link to?

Commented [jh16]: "important" is often overused in academic writing. Consider substituting an appropriate synonym, such as:
vital
essential
crucial
critical
necessary
fundamental
foundational

Commented [jh17]: smart city technology?

Commented [jh18]: Do you mean "people's input" here? Or are you talking about electronic sensors?

Commented [jh10]: media platforms?

Commented [jh11]: Where does this description come from? Is it original, or is it a paraphrase from a source? (If the latter, cite to avoid plagiarism.)

Commented [jh19]: This change was a guess. Was the sentence talking about citizens' actions/reports being faster and more precise, or was it talking about the information leading to a faster, more precise response by the government?

("more" is a comparative term. What is being compared here?)

Commented [jh20]: encompass?
represent?
convey information about?

Commented [jh12]: Indonesian?

Commented [jh21]: "more" is a comparative term. What was being compared here? More than what?

Commented [jh22]: In the references list, this author name is written "leMadestam"?

Commented [jh23]: lack of cleanliness?
sanitary issues?
sanitation?

Commented [jh13]: I have removed several mentions of "Anies", having the impression that this is a first name. Typically, articles will mention the whole name in the first mention and then address a person by their surname.

If these changes do not suit your purposes, please reject them.

Commented [jh14]: uploaded content?
posts?

of information dissemination by Anies Baswedan through Instagram captions. Content analysis was employed as the study's data analysis technique by gathering and evaluating data based on Baswedan's captions ~~between from~~ February 2019 ~~to and~~ February 2020.

2. Literature Review

2.1 Smart City

IBM defines a smart city as a city that optimises the use of integrated information technology and ~~is available to give~~ better understanding, control, and optimise ~~in~~ the use of limited resources (Cosgrove et al., 2011). Benevolo et al. (2016) defined a smart city as a complex, long-term vision of a better urban area, aiming at reducing its environmental footprint and creating a better quality of life for its citizens. Meanwhile, Letaifa (2015) described a smart city as a city that monitors and integrates all critical infrastructure conditions, including roads, bridges, tunnels, rails, subways, airports, ports, communications, water, electricity and large buildings, thus managing resources better, planning preventive maintenance activities and monitoring security aspects while maximising services to its citizens. In a similar vein, Lombardi et al. (2012) distinguished six types of smart city components: smart economy, smart mobility, smart environment, smart people, smart living and smart governance. Nevertheless, according to Wang (2020), the definition of smart city can vary widely and is based on the dynamics of the needs of city residents.

~~A~~ Smart city ~~approach~~ creates an innovative ecosystem that combines several different strengths. This holistic approach ~~encourage helps~~ entire communities ~~to go~~ online to connect all local government agencies, schools, businesses, citizens, health services and social services to address and assist in advancing collective skills and city capacities (Bresciani et al., 2015:8). According to Pelton and Singh (2018:9), a

smart city is a city design and function that results in a better life and a higher quality of living standard for its people, demonstrating that such a city provides quality health and educational opportunities, higher security against natural disasters, social and political stability and freedom, growing economic and business prosperity, better housing and transportation, communications, networks, energy and all other essential utilities. The seven key elements of a smart city, according to Pelton and Singh (2019) ~~Singh and Pelton (2018)~~, include meeting the needs of its citizens, sustainability, jobs and competition, community support, infrastructure and resources, technology and artificial intelligence, and security.

In conclusion, combining these various definitions reveals that a smart city has various kinds of access that incorporate technology to bring changes, such as easy access to public facilities. A smart city thus involves a process of becoming a city with ~~online presence an online city~~ that is integrated with various information technology infrastructures.

2.2 Social Media and Instagram

According to Kotler and Keller (2016), social media provides a way for consumers to share text, images, audio and video information with each other and with companies or vice versa. This tool also allows marketers to establish a common voice and presence on the web and amplify other communication activities. According to Priansa (2017), internet-based social media has changed the pattern of information dissemination from one-to-many audiences to many-to-many audiences. Thus, ~~this tool could make~~ the dissemination of information ~~can be faster,~~ more effective and more efficient.

The social media environment was categorised based on human interactivity and media interactivity (Lee & Hong & Lee, 2017:2016). Data from Kemp (2019) revealed that the social media platforms based on social networks that have the most

Commented [jh24]: I didn't quite understand this sentence. Does the revision suit your purposes?

Commented [jh25]: Alternatively: from February 2019 to February 2020.

Commented [jh31]: communication networks?

Commented [jh32]: What do your guidelines say about number formatting?

Commented [jh33]: There is no "Singh and Pelton (2018) in the references list. There is, however, "Pelton and Singh (2019)"?

Commented [jh26]: This part of the definition might be confusing. What is available? What (who) is supposed to understand? Grammatically, the sentence implies the following:
The smart city is available.
The smart city better understands.

However, this formulation sounds odd.

Suggest revising for clarity.

Commented [jh34]: Does this phrasing suit your purposes?

Commented [jh35]: a city with an online presence?

Commented [jh36]: Formatted to enhance clarity.

Commented [jh27]: The smart city approach? Smart city technology?

Commented [jh37]: Thus, this tool can make the dissemination of information faster, more effective and more efficient?

Commented [jh28]: encourages entire communities to go online?

Commented [jh38]: I don't understand this statement. Who categorised the environment this way? Hong and Lee?

Commented [jh39]: Not in references?

Commented [jh29]: Date in references is 2018. Typo, or missing reference entry?

Commented [jh30]: Date in references is 2019?

active users are Facebook, YouTube and Instagram. Instagram, a popular social media platform, was launched in 2010 as an application designed to allow users to share images from mobile devices. Its users employ this platform as a channel to connect with people around the world (Chen, 2017). According to Sulianta (2015), Instagram is an internet-based service and social network for sharing stories via digital images; moreover, smartphone users often use this social network to directly share their photos on the platform. [Anggadwita et al. \(2020b\)](#) identified Instagram as one of the most powerful, profitable and effective social media platforms for organisations to engage with the public. Therefore, social media is basically an effort to build initiatives to increase government–community cooperation ([Lee Hong & Hong Lee, 2016 2017](#); [Medaglia, 2012](#)).

2.3 Leadership and Communication

Leadership is a process of influencing others to behave in accordance with the wishes of the leader; hence, leadership effectiveness can be measured by the willingness of others to behave in accordance with the goals of the leader and the organisation without any sense of coercion (Badeni, 2014; [Ruben & Gigliotti, 2016](#)). Successful leadership describes a leader who manages to achieve organisational goals regardless of whether other people feel compelled (or not) to do so. [This Leadership](#) will create a dilemma in achieving organisational effectiveness. Therefore, effective leaders must also pay attention to the human aspect in an effort to increase support.

Brett (2019) asserted that leadership is about expertise and authority. Great leaders have deep knowledge of their field and [encourage let people to seek them out](#) for answers to difficult challenges. According to Suwatno and Priansa ([20164](#)), a leader is a symbol or a pioneer as a person who is willing to advance into an unknown situation. A leader with a clear vision can [act as be a guide](#) in carrying out his duties and main functions as a leader.

[Hersey and Blanchard \(19967\) on in Cote \(2017\)](#) assumed that effective and successful leaders adopt styles or behaviours that are appropriate to the situation. [Such situational leadership is more effective with followers by utilising behaviour orientation and being task-oriented \(Cote, 2017; Northouse, 2016\)](#). Therefore, effective leadership depends not only on the person or group being affected but also on strategy.

Leadership and communication are closely related. Communication is [part of a leader's strategy](#) to achieve goals. However, Ruben and Gigliotti (2016) assumed that communication is more than merely a tool or strategy. [Instead, they saw communication as an orientation, a worldview, where the leader focuses broadly on the process of social influence.](#)

Information and communication technology (ICT) offers a new approach for open government, including the use of social media (Bertot et al., 2010; Kim et al., 2017). [ICT gives the public an opportunity to interact and discuss with their leaders using social media.](#) Men et al. (2018) defined [attributes of leadership communication as responsiveness and authenticity that strongly and positively influence perceptions of leadership effectiveness and the quality of government-public relation.](#) ~~—"leadership communication attributes of responsiveness and authenticity strongly and positively influenced perceived leadership effectiveness and the quality of government-public relationships".~~ [Therefore, social media in the public sector is becoming a powerful strategy for administrative reform at all levels of government. It That also directly increases public trust and satisfaction regarding government \(Hong & Lee, 2017; Men et al., 2018; Picazo-Vela et al., 2012\).](#)

3. Conceptual Model

The previous research [presented](#) the

Commented [jh48]: Hersey et al.?

Closest-matching reference entry has three author names.

Commented [jh49]: I don't understand what this means. Was Cote citing Hersey et al.?

Commented [jh50]: "more" is a term of comparison. What is being compared? more effective than what?

Commented [jh40]: Which of the two "Anggadwita et al." references does this citation link to?

Commented [jh51]: is part of? supports?

Commented [jh52]: Is this an accurate understanding?

Commented [jh41]: How does this statement fit with the rest? "Therefore" builds upon what was stated in the sentences before this one, yet the connection is not obvious since there is no mention of "community" or "government" in any of the earlier sentences in the paragraph.

Commented [jh42]: APA format puts groups of citations in alphabetical order.

Commented [jh53]: IoT did not look right. To my understanding, "IoT" is the abbreviation for "Internet of Things".

ICT?

Commented [jh54]: ICT?

Commented [jh43]: Not in references?

Commented [jh44]: Ambiguous. What is the meaning of "This"? What creates the dilemma described here? Specify.

Commented [jh55]: It is not clear what purpose this quotation is serving in the paragraph. It doesn't sound like a definition. Revise and clarify?

Also, is a page number available for the citation?

Commented [jh56]: Define "It" here. Are you saying that social media increases public trust, or are you saying that the interaction that social media facilitates increases public trust?

Commented [jh45]: encourage people to seek them out?

Commented [jh46]: Date in references is 2014.

Formatted: Font: Garamond, 12 pt, Font color: Auto, Highlight

Commented [jh47]: act as a guide?

Commented [jh57]: proposed?

leadership model as the art of influencing other people or how a leader becomes influential in society based on what he does and says (leMadestam & Falkman, 2017). The context of this study is the use of Instagram by local leaders as a tool for conveying information to influence the public by providing an understanding of government programmes related to smart cities. According to leMadestam and Falkman (2017), social media can build an image of leadership from a broader perspective ~~in that where~~ social media changes the way people connect and ~~changes turns everything to be into bound~~. Social media can also change and influence leaders' communication patterns in new ways.

The application of the smart city concept uses technology and communication to realise better community services (Hasibuan & Krianto, 2019). This study focuses on Anies Baswedan's Instagram, which the governor has used as a means of communication regarding Jakarta Smart City programmes to inform the people of Jakarta. The six priority areas involved include the following (Jakarta Smart City, 2020):

1. Smart Economy
2. Smart Environment
3. Smart Mobility
4. Smart People
5. Smart Living
6. Smart Governance

This study uses Baswedan's Instagram captions to describe the mapping of his communication priorities in ~~the delivery/publicising~~ of programmes in the six priority areas of Jakarta Smart City. Figure 1 displays the conceptual framework of this research.

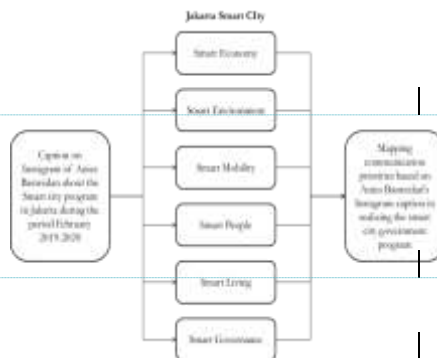


Figure 1. Conceptual Framework

4. Research Methodology

This study employed qualitative research methods. In general, qualitative methods involve personal observations of situations, events, individuals, interactions and transactions, document analysis (including quantitative data) and open interviews that produce in-depth oral and written testimonies (Dana & Dana, 2005). This research focused on Anis Baswedan's personal Instagram account (@anisbaswedan).

Data were obtained via captions from @anisbaswedan discussing the Jakarta Smart City programmes between February 2019 and February 2020. These captions were then analysed using content analysis techniques to produce an overview of the communication ~~effectiveness~~ priorities presented by Anies Baswedan regarding smart city programmes in Jakarta.

Content analysis is a research methodology used for ~~gaining an~~ understanding of message content (often unstructured) in the form of text, images, symbols or audio data (Anggadwita et al., 2020a). This method is used ~~to try to~~ determine textual meaning (Gheyla Gheyle & Jacobs, 2020). This study's content analysis process followed several steps, as explained by Krippendorff (2004), entailing unitising, sampling, recording/coding, reducing, drawing

Commented [jh58]: leMadestam in references?

Commented [jh59]: leMadestam in references?

Commented [jh60]: What does this mean? (to be decided?)

Commented [jh64]: Please see comment attached to Figure 2 caption regarding APA formatting.

Formatted: Indonesian

Commented [jh61]: Baswedan's?

Commented [jh65]: It's not clear how "effectiveness" might be related or determined. The article seems to deal more with "communication priorities"?

Commented [jh66]: Baswedan?

Commented [jh62]: Do you mean "the publicising" here?

Commented [jh63]: The font size in the figure is very difficult to read. Perhaps re-work the figure so that you can use a larger font size. For example, the middle items could use two lines rather than a single line:

Smart Economy
versus
Smart Economy

Commented [jh67]: suitable for gaining an understanding of message content?

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conclusions and narrating.

ATLAS.ti was used to process the study data, which involved encoding data from all captions, and helped provide insight in conducting content analysis. Specifically, ATLAS.ti facilitates organising raw research data and helps provide coding for each portion of data that has been categorised.

The stages of using ATLAS.ti were as follows:

1. Text related to the topic smart city was sorted into quotes. A citation involved a segment of a document that was of interest or importance to the researcher.
2. Sorted quotes were categorised and entered into the software, then marked into a list of codes that had been previously created (six components of a smart city);
3. The coding results were analysed by linking the relevant code to each quote. Various data findings to be presented are strengthened that the researcher wanted to present were strengthened by the relationship between the code and the quotations that had have been made identified.

In categorising priority areas as high, moderate, and low, the calculation was based on the accumulated number of smart city programmes using three quartile calculations, as follows:

$$n \text{ (Number of smart city programmes)} = 6$$

$$Q1 \text{ (Low)} = \frac{1}{4} (n + 1) = \frac{1}{4} (6 + 1) = 1.75 \approx 2$$

$$Q2 \text{ (Moderate)} = \frac{1}{2} (n + 1) = \frac{1}{2} (6 + 1) = 3.5 \approx 4$$

$$Q3 \text{ (High)} = \frac{3}{4} (n + 1) = \frac{3}{4} (6 + 1) = 5.25 \approx 5$$

The results of the classification can be depicted in the form of a continuum, as shown in Figure 2.

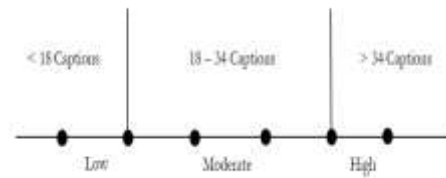


Figure 2.

5. Results

5.1 Anies Baswedan Caption Overview in Communicating and Disseminating Information on the Jakarta Smart City Programmes

Instagram was one form of social media that Baswedan used in communicating with the people of Jakarta. Through his personal account, he conveyed much information regarding the development of Jakarta and government programmes, including the Jakarta Smart City programmes. Table 1 displays Baswedan's caption data between 10 February 2019 and 10 February 2020 concerning the Jakarta Smart City programmes. The table also presents the priority areas of these programmes.

Table 1.
Priority Areas of Jakarta Smart City Programmes

No	Priority Area	Programmes
1	Smart Economy	1. Online street food 2. Food info Jakarta 3. Jakarta One
2	Smart Mobility	1. Electronic parking 2. Transjakarta application
3	Smart Environment	1. Smart public lighting 2. Standard pollution index
4	Smart Governance	1. PTSP (One-stop services) 2. Portal 3. E-budgeting 4. CRM (Fast community response) 5. Open data
5	Smart Living	1. Flood monitor 2. CCTV city surveillance 3. Integrated low-cost

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		apartments
6	Smart People	<ol style="list-style-type: none"> 1. Jakarta Smart Card 2. I-Jakarta 3. Co-working space

5.2 Mapping of Jakarta Smart City Programmes: Communication Priorities

This study involved conducting We conducted communication mapping to determine priorities, which were divided into high, moderate and low categories of the Jakarta Smart City programmes based on Baswedan's Instagram captions. The priority areas for Jakarta Smart City include smart people, smart living, smart governance, smart environment, smart economy and smart mobility (Jakarta Smart City, 2020). ATLAS.ti was used to facilitate identifying the number of captions related to programmes that were categorised as supporting the Jakarta Smart City priority area by calculating the number of codes in the quotation for each Jakarta Smart City programmes.

In categorising priority areas reflecting high, moderate, and low priorities based on accumulated captions, a continuum line range with calculated average average calculation values was used.

The following list shows the number of captions that Baswedan posted for each Jakarta Smart City programmes.

1. Smart Economy: 44 captions
2. Smart People: 34 captions
3. Smart Living: 32 captions
4. Smart Governance: 26 captions
5. Smart Mobility: 18 captions
6. Smart Environment: 6 captions

The category value was calculated/estimated by calculating the three quartiles, where the caption score per variable was assumed to be the number stepping distance. Table 2 illustrates the score classification used in this study.

Table 2. Priority Category Classification

No	Priority Category	Percentage of Number of Captions
1	High	> 34 captions
2	Moderate	18–34 captions
3	Low	< 18 captions

Based on the data comprising captions from @aniesbaswedan on Instagram between 10 February 2019 and 10 February 2020, the priority of each programme was identified/determined as high, medium or low. The mapping priority was taken from the ATLAS.ti results showing the quantity of information appearing via the captions.

High Priorities

The area of highest priority was Smart Economy. During the period of interest (10 February 2019 to 10 February 2020), in Instagram-based communications posted on @aniesbaswedan to the people of Jakarta, > 34 captions mentioned this area. Thus, Smart Economy could be labelled a priority area compared to the other five under consideration. In other words, more mentions of an area suggested a higher priority.

As the centre of the economy in Indonesia, Jakarta is a destination for people from various regions who are seeking work. The most widely mentioned Smart Economy programme was Jakarta One (26 captions), a multifunctional card that can be used for various expenditures, including payments for Transjakarta buses, hospitals, flats, taxes, user fees, parking meters, MRT and health insurance (Jakarta Smart City, 2019).

Moderate Priorities

Three moderate priority areas emerged in the study process: Smart Mobility, Smart Governance, and Smart Living and Smart People. The analysis revealed that @aniesbaswedan posted 18–34 Instagram captions for these three areas between 10 February 2019 and 10 February 2020. Thus, these areas were ranked second after the highest priority, Smart Economy.

The Jakarta Smart Card (26 captions), one

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of the Smart People programmes, assists students, including marginalised students, by supporting monthly education costs through ATM cards. Similarly, flooding represented equally crucial information conveyed through 26 Instagram captions. Floods are an annual problem that remains the Jakarta government's responsibility. As part of the effort to prevent flooding, the government uses 5,600 closed-circuit television (CCTV) surveillance cameras that are connected to the Jakarta Smart City portal in real time through a command centre equipped with an intelligent operational centre (IOC) system that monitors and analyses all events in Jakarta (Jakarta Smart City, 2019). Meanwhile, Transjakarta, which received 17 mentions, is a smart mobility programme comprising an integrated application that provides transportation information.

Low Priorities

One area, the Smart Environment, was assigned the lowest priority. Between 10 February 2019 and 10 February 2020, @aniesbaswedan posted <18 captions related to this area in Instagram-based messages to the people of Jakarta. In other words, this area featured fewer communications by the @aniesbaswedan Instagram account than the other five areas. Conceivably, fewer mentions concerning an area suggestive a lower priority.

6. Discussion

The success of smart city development involves environmental, economic and technological aspects as well as upright behaviour on the part of citizens (Benevolo et al., 2016). The most often mentioned (high priority) programme by the @aniesbaswedan Instagram account was the Smart Economy programme, with 44 total captions. This programme creates an ecosystem supporting community economic activities that are in line with the regional leading economic sectors that adapt to the changes occurring during the current advances in information technology (Astutik

& Gunartin, 2019). Jakarta, as the capital city of Indonesia, is the economic centre of the Indonesian population. The circulation of economic movements in Jakarta has become the spearhead of the economy in Indonesia. However, developing a smart city requires being instrumented, interconnected and intelligent (Kim et al., 2017).

The Smart People programme, with 34 Instagram mentions, was ranked as a moderate priority. Fauzi—Ramdani and Habibi (2017) described Smart People as a programme that builds tolerant urban communities that are also aware of maintaining the city in social structure. This programme supports the efforts of the DKI Jakarta Provincial Government by strengthening the development of Betawi culture in synergy with other multicultural cultures. The smart city concept concerns urban innovation, mainly based on ICT but not obligatory (Anthopoulos, 2017). Thus, the development of a modern city does not abandon the indigenous culture of the region while maintaining tolerance between elements of society.

The Smart Living programme, which was the subject of 32 captions posted on the @aniesbaswedan Instagram account, was included in the category of moderate priorities. This programme concerns the quality of life and culture of the community, involving easy access to education services, health services, and the development of the role of the media, the availability of all needs, a sense of security, safety, ease and comfort of life (Widharetno, 2017).

The Smart Governance programme, mentioned 26 times in Baswedan's Instagram captions, was also included in the moderate priority category. This programme involves describes the government's role in issuing policies by taking into account the principles of law supremacythe rule of law, humanity, justice, democracy, participation, transparency, professionalism and accountability, as well as the effectiveness and efficiency of policies. According to

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Meijer and Bolívar (2016), "Smart city governance is not a technological issue, is a complex process of institutional change and acknowledge the political nature of appealing visions of socio-technical governance." However, smart governance also plays a role in the development of e-governance and the use of information and communication technology, allowing people to participate in planning, implementing and monitoring development (Abella et al., 2014).

Smart mobility actions have an impact on citizens' quality of life and on the public value created for the city as a whole (Benevolo et al., 2016). However, the Smart Mobility programme, mentioned only 18 times in Instagram captions on the @aniesbaswedan account, was assigned a low priority. Smart mobility has the goal of providing access to various modes of transportation and prioritising environmentally friendly transportation and non-motorised vehicles while also being which integrated with information and communication technology (ICT) (Molinillo et al., 2019). Moreover, the role of ICT is pivotal in supporting smart mobility actions (Benevolo et al., 2016).

The last category, Smart Environment, was also deemed low priority. This category featured in only six captions on Baswedan's Instagram account during the time frame under discussion. Smart Environment involves an environmentally friendly development plan, environmentally friendly energy, environmentally friendly buildings accompanied by the application and utilisation of IT-based environmental management, IT-based natural resource management and the development of new energy sources. A smart environment provides a comfortable environment in the present and future, known as environmental sustainability, both in physical and non-physical conditions (Astutik & Gunartin, 2019). Therefore, the government should provide a user-friendly foundation platform for a smart environment, it can start with a

~~user-friendly attitude towards social media~~ (Hong-Lee & LeeHong, 2016-2017).

The communications of the regional leader of Jakarta City, Anies Baswedan, suggest that he has employed a situational leadership style, as can be seen from his use of Instagram as a means of communication to the community, especially millennials. Situational leadership depends on followers; therefore, social media will affect the public's evaluation of the effectiveness of leadership (Man et al., 2018). However, this study's results differed from Anggadwita et al.'s (2020) findings indicating that the smart environment was a high priority communicated by Bandung city leaders on their Instagram accounts. Moreover, a previous study by Nadapdap et al. (2016) revealed that as many as 38 captions concerning the Bandung Smart City programmes were conveyed through the personal Twitter account of Ridwan Kamil, a pioneer in the Bandung Smart City programmes who aims to solve the problems of the Bandung city in an integrated manner.

7. Conclusion and Recommendation

The study results reveal that from 10 February 2019 to 10 February 2020, the regional leader of the City of Jakarta, Anies Baswedan, provided information to the public about 18 Jakarta Smart City programmes in captions posted on his personal Instagram. In these captions, the Smart Economy programme had the most frequent mentions, indicating high priority. Some programmes that received frequent mention were Jakarta One (26 captions) and Food Info Jakarta (16 captions).

Meanwhile, areas with moderate priority included Smart Living, Smart People, Smart Governance, and Smart Mobility. The often mentioned Smart Living programme was the Flood Monitor (26 captions). Meanwhile, the Smart People programme included in Baswedan's Instagram captions was the Jakarta Smart Card (26 captions), while Smart Governance was represented by e-

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budgeting (4 captions). Lastly, the Smart Mobility programme mentioned was the TransJakarta application (17 captions).

Smart Environment represented the low priority category. Specifically, the captions posted on Baswedan's Instagram account during the time frame in question almost never mentioned the smart public lighting programme and the standard pollution index.

This study provides an understanding of the importance of leader communication in smart city governance. The study highlights the prioritization of balancing the quantity and quality of communication using social media by balancing quantity and quality as successful keys of a smart city programme. The quantity of communication that local leaders provide through social media has an impact on the success of the programme being delivered/implemented. This research is expected to make a special contribution to the governor of DKI Jakarta, Anies Baswedan, who has ~~been~~ made the effort to inform the people of Jakarta City about the Jakarta Smart City programmes. Therefore, increasing interaction with users and making an effort to communicate with users is a vital point to consider for the government leader.

In addition, the results of this study are expected to provide input about balancing future communication patterns to support the implementation of the Jakarta Smart City programmes and to ~~realise~~ bring about other programmes that are not yet running/implemented. The future strategy concerns how to build a mutual connection between active users in managing a smart city that focuses on public values. To optimise the process, the government should provide suitable messages concerning ~~regarding~~ the for the new programmes and support a social media environment that influences users' participation and encourages collaboration. Future studies can validate this study's results by directly interviewing local leaders.

The methodology and study findings can also be used as a reference in studies related to the effectiveness of social media and the communication patterns of local leaders.

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The academic format was not specified in the order. However, if this is APA, then an English translation of the title should follow a non-English title in square brackets, thus:
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