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Governance of Digital Labor Market Innovation: A Case Study of "Ado Gawe Palembang" on TikTok

Tata Kelola Inovasi Pasar Tenaga Kerja Digital: Studi Kasus "Ado Gawe Palembang" di TikTok

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Abstrak

Penelitian ini bertujuan untuk mengidentifikasi dan menganalisis strategi Dinas Ketenagakerjaan Kota Palembang dalam mengoptimalkan layanan informasi ketenagakerjaan "Ado Gawe Palembang" menggunakan media sosial TikTok sebagai upaya mengurangi tingkat pengangguran di Kota Palembang. Penelitian ini dilaksanakan di Dinas Ketenagakerjaan Kota Palembang dengan menggunakan pendekatan kualitatif serta memanfaatkan wawancara dan dokumentasi sebagai teknik pengumpulan data. Data dikumpulkan melalui wawancara semi-terstruktur, studi dokumentasi, dan observasi partisipatif. Hasil penelitian menunjukkan bahwa tata kelola inovasi layanan informasi ketenagakerjaan "Ado Gawe Palembang" telah menerapkan prinsip-prinsip tata kelola yang baik (good governance)*, meskipun penerapannya baru tercapai sebagian. Dinas Ketenagakerjaan telah menerapkan beberapa strategi untuk mengoptimalkan inovasi ini sebagai instrumen pengurangan pengangguran, termasuk melalui modernisasi dan digitalisasi layanan publik. Berdasarkan pembahasan temuan penelitian, dapat disimpulkan bahwa tata kelola inovasi layanan informasi ketenagakerjaan berbasis TikTok "Ado Gawe Palembang" yang dikelola oleh Dinas Ketenagakerjaan Kota Palembang telah menunjukkan potensi dalam mendukung layanan ketenagakerjaan daerah dengan meningkatkan akses terhadap informasi pasar kerja serta memfasilitasi proses pencocokan kerja (job matching) antara pencari kerja dan pemberi kerja. Inovasi ini memperkuat peran pemerintah daerah dalam menyediakan informasi pasar kerja yang cepat, transparan, dan mudah diakses, sehingga mempercepat proses pencocokan kerja antara pencari kerja dan dunia usaha.*

Kata Kunci: *tata kelola, inovasi, layanan, ketenagakerjaan, pengangguran.*

Abstract

This study aims to identify and analyze the strategy of the Palembang City Manpower Office to optimize the "Ado Gawe Palembang" employment information service through TikTok to reduce the unemployment rate in Palembang City. This study was conducted at the Palembang City Manpower Office using a qualitative approach, utilizing interviews and documentation as data collection techniques. Data were collected through semi-structured interviews, documentation, and participant observation. The study shows that the governance of the "Ado Gawe Palembang"

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employment information service innovation has implemented the principles of good governance, although its implementation remains partial. The Manpower Office has implemented strategies to optimize this innovation as an instrument for reducing unemployment, including modernization and digitalization of public services. The findings indicate that the governance of the "Ado Gawe Palembang" TikTok-based employment information service innovation managed by the Palembang City Manpower Office has demonstrated potential to support local employment services by improving access to job market information and facilitating the job matching process between job seekers and employees. This innovation strengthens the role of local governments in providing fast, transparent, and accessible job market information, thereby accelerating the job matching process between job seekers and the business world.

Keywords: governance, innovation, services, employment, unemployment.

1. INTRODUCTION

Unemployment remains a persistent public policy challenge because it affects household welfare, social cohesion, and citizens' perceptions of government performance. In urban settings, this challenge extends beyond job creation to include the effectiveness of public employment services in connecting job seekers with reliable employment opportunities, up-to-date vacancy information, and practical guidance. This issue is particularly relevant for young job seekers who increasingly rely on digital channels to search for, evaluate, and apply for jobs, while outcomes are also shaped by digital literacy and other capability constraints (Hu et al., 2025).

At the same time, local governments are accelerating digital transformation to improve accessibility, responsiveness, and efficiency of public service delivery. Evidence from European smart-city cases suggests that local digital transformation is more likely to succeed when organizations develop clear strategies, strengthen organizational capacity, ensure committed leadership, and collaborate with external actors (Gasco-Hernandez et al., 2022). Digital leadership further supports organizational continuity and legitimacy by shaping vision, building competencies, and strengthening ethical awareness. These capacities become particularly important when public agencies face staff turnover, shifting priorities, and changes in platform policies (Branderhorst & Ruijer, 2025).

Public sector digital innovation is also shaped by broader institutional and political dynamics. Cross-government evidence shows that adoption of digital innovation reflects multiple mechanisms, including citizen demand, electoral incentives, and institutional pressures, which may help explain differences in adoption and performance across local governments (Hong et al., 2022). These findings suggest that platform-based initiatives can expand rapidly but may remain fragile unless they are institutionalized through clear governance arrangements, standard operating procedures, and consistent performance monitoring (Gasco-Hernandez et al., 2022).

However, digital expansion can unintentionally widen inequalities when services assume that all users have equal access to devices, reliable connectivity, and adequate digital skills. Research on digitally vulnerable populations indicates that barriers related to awareness, usability, and inclusivity can reduce the benefits of e-government adoption, especially among groups with lower levels of digital capability (Kim & Lee, 2024). A systematic review of digital literacy training for marginalized populations also identifies recurring barriers, including limited infrastructure, weak program design, and insufficient social support. These constraints can inhibit sustained and effective use of digital services (Heena & Nidhi, 2022). For employment-information services, these insights imply that

digital communication should be accompanied by clear instructions, simplified application procedures, and responsive assistance to help users translate information into actual job applications and employment into actual job applications and employement (Hu et al., 2025).

Social media has emerged as an increasingly important channel for government communication and, in some contexts, public service delivery. Studies of municipal social media use show that engagement outcomes depend more on dialogic communication, content design, and interaction practices than on the mere existence of official accounts (Lappas et al., 2022). Evidence from Indonesia similarly indicates persistent weaknesses in local government social media management and evaluation, which can limit public engagement and the value of these services (N. Atnan, 2024). Moreover, how agencies structure their "digital environment"—including profile identity, content organization, and feature optimization—can influence interaction and engagement outcomes (N. Atnan & Sembada, 2025).

TikTok deserves specific attention because it is a high-reach platform among young audiences and is governed by evolving community guidelines that shape content visibility, acceptability, and moderation expectations (Chan et al., 2023). Public institutions are also adapting their communication strategies to TikTok's platform affordances, such as humanized messaging, trends, and short-form storytelling—often described through the concept of "govtainment," which can increase visibility but does not automatically guarantee service clarity or meaningful engagement (Cuşnir, 2025). Empirical evidence further suggests that TikTok-based expression can be associated with offline civic activity among young adults, indicating that the platform can mobilize attention beyond entertainment under certain conditions (Moffett & Rice, 2023).

For digital public services delivered through platforms, effectiveness should therefore be assessed not only through reach and engagement metrics but also through governance arrangements, operational standards, inclusion strategies, and mechanisms that connect online information to offline outcomes. A synthesis of digital public sector innovation highlights the importance of evaluating innovations across phases—planning, adoption, implementation, monitoring, and evaluation—while accounting for contextual factors that shape results (Purnomo & Khabibi, 2025). In addition, trust and information quality remain essential in digital government communication; in the Indonesian local government context, social media literacy and trust interact with perceived information quality in shaping public communication behavior (N. U. R. Atnan, 2023).

This study examines the "Ado Gawe Palembang" employment information service, an initiative of Palembang City Government that uses TikTok to disseminate job vacancy information and interact with job seekers. While TikTok-based public services may expand access for youth audiences, the literature indicates the need to evaluate how local governments govern such innovations, including accountability and role allocation, procedures for vacancy verification and interaction management, performance measurement, and inclusion strategies for vulnerable job seekers within the broader employment-service ecosystem (Branderhorst & Ruijer, 2025; Gasco-Hernandez et al., 2022; Kim & Lee, 2024).

This study contributes to the literature on local government digital innovation by examining TikTok not merely as a social media communication channel, but also as a public service interface for employment information. While previous studies have largely examined government social media in terms of communication, engagement, and information dissemination, limited attention has been given to how platform-based employment services are governed at the local government level, particularly in relation to information verification, stakeholder interaction, transparency, and digital inclusion. By

examining the "Ado Gawe Palembang" initiative, this study provides an empirical account of how these governance dimensions are implemented through a short-form video platform and identifies the opportunities and limitations of using such platforms for local employment services.

This study examines how accountability structures and institutional roles are defined within the governance of the "Ado Gawe Palembang" TikTok-based employment information service; how job vacancy verification procedures, content management, and user interactions are managed to promote transparency, responsiveness, and service reliability; and how monitoring and evaluation mechanisms and digital inclusion strategies contribute to service effectiveness and accessibility for digitally vulnerable job seekers.

2. LITERATURE REVIEW AND PREVIOUS RESEARCH

This section synthesizes theories and empirical findings (2020–2026) relevant to governing a digital employment-information service delivered through social media, with a specific focus on TikTok. The review clarifies the conceptual foundations of digital governance and good governance, public sector digital innovation, digital inclusion and capability constraints, and social media engagement management. It then discusses TikTok's platform governance and identifies the research gap addressed by this study.

2.1 Digital Governance and Good Governance in Local Public Services

Digital governance refers to the institutional arrangements through which public organizations plan, coordinate, and oversee digital initiatives to create public value. It emphasizes how roles are assigned, procedures are standardized, accountability is ensured, and cross-boundary collaboration is organized in digital service delivery (P. et al., 2025). In local government settings, digital governance is particularly important because service performance is shaped by organizational capacity, political leadership, and coordination among internal units and external stakeholders.

Evidence from European smart-city initiatives shows that local governments strengthen digital transformation outcomes by building organizational capacity through (a) a clear strategy, (b) committed leadership, (c) a dedicated digital unit, and (d) collaboration with citizens, private partners, and other government levels (Gasco-Hernandez et al., 2022). These findings suggest that platform-based services should not depend on informal individual initiative; instead, they require institutionalization through explicit mandates, clearly defined roles, and standardized operating procedures.

Digital leadership is a critical enabling condition. A systematic review of local government research indicates that digital leadership supports transformation by shaping vision, strengthening competencies, building legitimacy, and promoting ethical awareness of digital initiatives (Branderhorst & Ruijer, 2025). In the context of social-media-based services, these leadership functions help agencies manage staff turnover, maintain continuity in moderation practices, and adapt to evolving platform rules.

From a good governance perspective, digital initiatives are expected to improve responsiveness, transparency, and accountability. However, transparency becomes meaningful only when citizens perceive information as accessible, credible, and usable in their daily interaction with government rather than when governments simply publish more content online (Mabillard, 2022). Accordingly, governance of a TikTok-based employment-information service should be evaluated through public value criteria, including information

credibility, responsiveness to user inquiries, traceable accountability, and established complaint handling procedures, rather than focusing only on posting volume.

2.2 Public Sector Digital Innovation: Determinants and Implementation Implications

Public sector digital innovation involves the use of digital technologies to improve processes, outcomes, and interaction with citizens. Research on Korean local governments shows that the adoption of digital innovation can be driven by several mechanisms operating simultaneously, including demand-pull mechanisms (citizen needs), electoral incentives, institutional isomorphism (peer emulation), and leadership characteristics (Hong et al., 2022). These mechanisms suggest that social media-based public services may expand rapidly in response to political and social pressure, but remain fragile if they are not embedded in formal organizational routines.

Local capacity and local context also shape the quality and sustainability of innovation. Evidence from California city governments indicates that engagement with digital innovation varies by community resources (including wealth and education), as well as organizational design, particularly the presence or absence of an independent IT department to support innovation governance (Hong et al., 2022). These findings reinforce the argument that innovation involves more than technology adoption; it also requires alignment among organizational structures, competencies, and responsibilities to sustain service performance.

Recent synthesis work on digitally enabled public sector innovation identifies the innovation cycle logic planning, adoption, implementation, monitoring, and evaluation—as a common framework for examining how innovations are managed and improved over time (Purnomo & Khabibi, 2025). Applied to platform-based employment-information services, this logic implies a need for: (1) planning standards covering objectives, target users, and content policy; (2) adoption decisions concerning resource allocation and team formation; (3) implementation standard operating procedures (SOPs) for vacancy sourcing, verification, posting schedules, and moderation; (4) monitoring indicators covering reach, engagement, and complaint patterns; and (5) evaluation routines that support organizational learning and procedural revision.

2.3 Digital Inclusion and Capability Requirements for Social-Media-Based Services

Digital public services can unintentionally widen inequalities when they assume that all users have equal access to devices, connectivity, and skills. Cross-jurisdictional policy analysis shows that digital inclusion is commonly framed around several pillars, including access, skills development, targeted support for specific groups, and shared responsibility among government agencies and their partners (Wiley & Goulding, 2023). Inclusion is particularly important in employment services because vulnerable job seekers may face barriers to accessing digital platforms, have limited digital literacy, and struggle to translate online information into concrete actions.

A systematic review of digital literacy training for marginalized populations identifies recurring barriers, including inadequate infrastructure, weak program design, and insufficient social support. These factors can influence learning behavior and the sustained use of digital tools (Heena & Nidhi, 2022). In addition, recent empirical work suggests that digital literacy can influence e-government usage through information processing mechanisms, and that the effects may differ depending on broader ICT conditions (Duan, 2025). These findings support a governance implication for platform-based employment-

information services: content must be actionable and cognitively accessible (clear requirements, steps, deadlines, and contact points), and service teams should provide supportive interaction to reduce capability constraints.

Broader digital divide research highlights that inequalities manifest not only as gaps in access but also as disparities in usage and outcome gaps. For example, recent evidence from rural digital divide research shows that disparities in digital outcomes can persist even when access improves, indicating the need for strategies that address the full pathway from access to effective use and real-world outcomes (Chan et al., 2023). Therefore, governance of a TikTok-based employment-information service should assess inclusion not only in terms of audience reach, but also in terms of whether users can act on vacancy information and obtain support when barriers arise.

2.4 Social Media as a Public Service Interface: Engagement, Trust, and Management Practices

Government social media can increase public engagement when agencies adopt dialogic communication rather than merely broadcasting announcements. Evidence from municipal Facebook data suggests that dialogic posts and posts encouraging offline participation can significantly increase multiple forms of online engagement (Lappas et al., 2022). This implies that employment-information services should combine vacancy announcements with interactive prompts that invite questions, clarify requirements, and guide users toward the application process.

Engagement outcomes also depend on management capacity and routine governance practices. Evidence from Indonesian local government practice highlights persistent weaknesses in planning, responsiveness, and evaluation, which can limit engagement even when official accounts remain active (N. Atnan, 2024). Complementary research indicates that engagement outcomes can be shaped by how agencies structure their digital environments through content design, platform feature optimization, and consistent institutional identity (N. Atnan & Sembada, 2025). These findings reinforce the need for governance arrangements that specify content calendars, staffing responsibilities, moderation rules, escalation channels, and periodic evaluation.

Trust and perceived security are also essential for user interaction with digital government services. Empirical evidence from Indonesian local government e-government contexts shows that e-government public services can influence public trust, highlighting the importance of service quality, information clarity, and credible delivery (Fadrial, 2024). In social-media-based services, trust can be strengthened through vacancy verification procedures, consistent messaging, transparent disclaimers, and responsiveness to suspected fraud or misinformation.

2.5 TikTok Governance and Public Sector Use

TikTok is distinctive because visibility and interaction are shaped by platform governance, including community guidelines, moderation practices, and evolving platform values, as well as by algorithmic distribution. Longitudinal analysis of TikTok governance frameworks suggests that the platform's governance evolves through mechanisms such as mediation, reversion, and founding paths, which can influence content permissibility and enforcement practices (Chan et al., 2023). Consequently, public agencies using TikTok must align their content practices with platform rules while maintaining public sector accountability standards.

Public sector communication on TikTok often adapts to the platform's affordances through humanized, trend-based formats. Research on Romanian ministries' TikTok activity identifies "govtainment" as a form of spectacularized government communication shaped by virality cues, but finds that it does not necessarily lead to higher engagement (Cuşnir, 2025). This implies that TikTok-based public services should balance attention-oriented formats with service clarity, accuracy, and actionability.

In addition, evidence from Chinese e-government TikTok during a public health emergency indicates that information quality and immediate feedback can influence public engagement, with trust acting as a key mechanism linking service experience to engagement (Guo et al., 2025). Although employment services differ from crisis communication, the governance implication remains relevant: timely feedback, credible information, and clear response protocols can strengthen engagement and sustained use.

2.6 Synthesis, Research Gap, and Study Positioning

The reviewed literature establishes that local government digital transformation depends on organizational capacity and collaboration (Gasco-Hernandez et al., 2022), while digital leadership supports continuity, legitimacy, and ethical awareness (Branderhorst & Ruijer, 2025). It also shows that the adoption of public sector digital innovation is shaped by citizen needs, political incentives, institutional pressure, and leadership (Hong et al., 2022), while community resources and organizational design influence unequal innovation capacity (Hong et al., 2022). Further, inclusion-focused research demonstrates that digital inequality involves access, skills, and outcome gaps, and that capability support and information processing matter for effective use (Alcaraz-Quiles et al., 2020; Duan, 2025; Heena & Nidhi, 2022; Wiley & Goulding, 2023). Finally, engagement research indicates that dialogic practices and structured management shape social media performance (N. Atnan, 2024; N. Atnan & Sembada, 2025; Lappas et al., 2022), while TikTok use is constrained by evolving platform governance and attention-oriented communication dynamics (Chan et al., 2023; Cuşnir, 2025; Guo et al., 2025).

However, existing literature provides limited insight into how local governments govern TikTok-based employment-information services as a public service innovation, particularly regarding (1) institutional accountability and role allocation, (2) SOPs for vacancy verification and interaction management, (3) performance measurement beyond reach (including service conversion and complaint-handling), (4) inclusion strategies for digitally vulnerable job seekers, and (5) coordination between platform-based dissemination and formal labor market institutions. This study addresses the gap by examining the governance and operational practices of a TikTok-based employment-information service in a local government context, focusing on how platform affordances are aligned with public sector obligations.

3. RESEARCH METHOD

This study employed a qualitative case study design to examine how a local government governs a TikTok-based employment-information service ("Ado Gawe Palembang"). A case study is appropriate for examining governance arrangements and day-to-day operational practices within a real-world institutional setting, where organizational capacity and leadership influence the performance and sustainability of digital services (Branderhorst & Ruijer, 2025; Gasco-Hernandez et al., 2022). Qualitative case studies are also widely used in research on local government social media because they enable in-depth

assessment of planning processes, content production routines, interaction management, and evaluation practices (N. Atnan, 2024; N. Atnan & Sembada, 2025).

The unit of analysis was the governance and operation of the TikTok-based service as a public service innovation. This unit encompassed (1) institutional roles and responsibilities, (2) operational routines and standard practices (e.g., vacancy sourcing, verification, posting procedures), (3) interaction management (e.g., response and moderation protocols), (4) inclusion considerations for digitally vulnerable job seekers, and (5) coordination with relevant stakeholders (e.g., partner firms and job seekers). The analysis was structured using an innovation-phase lens—planning, adoption, implementation, monitoring, and evaluation—to understand how the service was organized and improved over time (Purnomo & Khabibi, 2025).

The study was conducted in Palembang City, Indonesia, focusing on the Palembang City Manpower Office and the TikTok account used for "Ado Gawe Palembang." Data collection took place over approximately six months (July–December 2025) to capture routine operational workflows, content cycles, and patterns of interaction with job seekers.

Informants were selected using purposive sampling to ensure representation of strategic decision-makers, operational staff, and external stakeholders who interacted with the service. A total of 17 informants participated: (1) Head of the Palembang City Manpower Office (1; key informant), (2) Secretary of the Manpower Office (1), (3) Heads of Division (4), (4) Head of the Planning Sub-Section (1), (5) IPK unit staff/administrators involved in operating the service (2), (6) partner companies providing vacancy information (6), and (7) job seeker/community representatives (2). This multi-perspective sampling design strengthened institutional analysis and helped identify differences between policy intent, operational constraints, and user experiences (N. Atnan, 2024; Kim & Lee, 2024).

The relatively small number of job seeker representatives constitutes a limitation of this study, particularly in assessing digital inclusion and user experience. Consequently, the findings primarily reflect institutional and organizational perspectives rather than the full range of user experiences. Further research is recommended to involve a larger and more diverse sample of service users and incorporate quantitative engagement data or user satisfaction measures to strengthen the assessment of digital inclusion.

Data were collected through three complementary techniques: structured interviews, participant observation, and document and digital trace analysis. Structured interviews were conducted with all informants to obtain comparable descriptions of governance arrangements (roles, coordination, accountability), operational routines (vacancy sourcing and verification, posting schedules, response practices), and perceived challenges (inclusion barriers, trust issues, and evaluation constraints). Interviewing both administrators and external stakeholders is essential for explaining why specific content and interaction practices emerge, persist, and change in government social media services (N. Atnan & Sembada, 2025).

Participant observation was used to document operational workflows, including how vacancy information was received, verified, curated, transformed into TikTok content, and published. Observation also focused on how administrators handled comments, responded to frequently asked questions, and managed requests for clarification. Observational evidence is valuable for detecting gaps between formal claims and actual practice in digital service governance and organizational capacity (Gasco-Hernandez et al., 2022).

Documentary sources included internal memos, service summaries, and relevant administrative records made available during fieldwork. Digital trace materials included publicly observable TikTok posts (videos, captions, hashtags) and platform engagement indicators that the service team recorded (e.g., reach/engagement summaries). The content

review supported a systematic description of communication strategies and interaction patterns. This step aligns with evidence that engagement outcomes depend on dialogic design and interaction quality rather than posting frequency alone (Lappas et al., 2022). TikTok-specific interpretation also considered how public institutions adapt communication styles to platform affordances, often associated with "govtainment" strategies (Cuşnir, 2025).

Data analysis followed a qualitative thematic approach. Interview notes/transcripts, observation records, and documentary materials and digital traces were coded iteratively to identify themes related to (1) governance structure and accountability, (2) operational standards and routines, (3) content and interaction management, (4) inclusion strategies and user capability support, and (5) monitoring and evaluation practices.

The coding framework was aligned with (a) local government digital transformation capacity and leadership considerations (Branderhorst & Ruijer, 2025; Gasco-Hernandez et al., 2022) and (b) the innovation-phase logic of planning–adoption–implementation–monitoring–evaluation (Purnomo & Khabibi, 2025). To interpret inclusion issues, the analysis paid close attention to barriers experienced by digitally vulnerable users and to how digital literacy shapes the conversion of online information into service usage and outcomes (Duan, 2025; Kim & Lee, 2024). The analysis also considered broader digital divide dimensions affecting access to online government services (Singh, 2022).

TikTok content observations were summarized descriptively to triangulate interview claims about posting routines, verification practices, and interaction management. Interpretation accounted for the fact that TikTok communication is shaped by platform governance and evolving community guidelines, which may influence content choices, visibility, and moderation practices (Chan et al., 2023).

To strengthen trustworthiness, the study used triangulation across interviews, observation, and documents/digital traces and compared perspectives across managerial, operational, partner-company, and job-seeker groups. This strategy is consistent with recommendations in local government digital transformation research emphasizing organizational context and multi-actor collaboration in evaluating digital initiatives (Gasco-Hernandez et al., 2022).

Ethical procedures included providing participants with research information, requesting informed consent before interviews, and protecting confidentiality by reporting findings in aggregate form and by role category. Publicly accessible TikTok content was analyzed for research purposes with a focus on service-related communication rather than personal data. Platform rules and moderation expectations were treated as part of the service environment because governance on TikTok is shaped by evolving community standards (Chan et al., 2023).

4. RESULTS AND DISCUSSION

4.1 Dissemination of Employment Information through TikTok

The implementation of "Ado Gawe Palembang" reflects a significant shift in the orientation of local government service delivery, particularly in addressing employment policy through digitally mediated innovation. From a public administration perspective, this represents an attempt to strengthen the state's adaptive capacity in engaging with a new socio-technological context (Ma et al., 2021).

The decision to utilize TikTok is both strategic and symbolic. It embodies the transition from hierarchical service delivery models toward networked governance in which governments interact with citizens on platforms they frequent (Alcaraz-Quiles et al., 2020;

Fadrial, 2024). This signals a shift from one-way dissemination of information to participatory and responsive service environments. Such transformation is consistent with broader global trends emphasizing public value co-creation through digital interfaces (Mankevich et al., 2023; Wiley & Goulding, 2023).

The data—708 job postings from 390 companies over 11 months—suggest a consistent, though fluctuating, operational pattern. These fluctuations may reflect broader labor market dynamics but also reveal potential institutional vulnerabilities. The significant drop in July, attributed to management transitions, suggests over-reliance on individual administrative actors rather than on routinized systems—a common weakness in innovation adoption without bureaucratic consolidation (Ma et al., 2021).

In addition to the job vacancy data presented above, Images 1 and 2 illustrate trends in interest among applicants and job seekers engaging with the "Ado Gawe Palembang" TikTok service.



Image 1. Views, Engagement, and Audience Characteristics of the "Ado Gawe Palembang" TikTok Service, September 13–November 11, 2025.
Source: Palembang City Manpower Office, 2025



Image 2. Views, Engagement, and Audience Characteristics of the "Ado Gawe Palembang" TikTok Service, November 12–December 31, 2025.
Source: Palembang City Manpower Office, 2025

Based on analytics data recorded over a 60-day period (September 13–November 11, 2025), the "Ado Gawe Palembang" account has demonstrated significant performance as a provider of employment information services. A total of 75.3K views and 741.3K likes reflect strong public interest in the content provided. Furthermore, live streaming activity totaled 14 hours and 36 minutes, underscoring that the account serves not only as a publication channel but also as a platform for direct interaction between the government and job seekers.

In this context, TikTok does not merely act as a dissemination tool but constitutes a new institutional space. The ability of local governments to claim and govern this space effectively reflects their digital legitimacy and policy agility (Zhang et al., 2023; Kwon, 2024)). However, digital presence must be backed by governance protocols to ensure that informational activities do not remain performative.

The shift from policy design to implementation must be accompanied by a governance framework that institutionalizes innovation. According to OECD digital government principles, sustainability in innovation is dependent on leadership continuity, legal frameworks, and performance metrics (OECD, 2020). Without this, digital innovations such as "Ado Gawe Palembang" remain pilot projects with limited transformational capacity.

4.2 Audience Engagement and Digital Service Governance

Public interest, measured through 75.3K views and 741.3K likes, indicates substantial audience engagement. However, critical policy analysis demands that engagement be distinguished from utility. Metrics must be interpreted beyond numerical popularity. High engagement does not automatically translate to service impact (Zhang et al., 2023; Diep & Tran, 2025). What matters is whether users act on the information—applying for jobs, contacting employers, or attending interviews.

The following interview excerpts illustrate stakeholders' perception of the accessibility and clarity of the service. In an interview conducted on December 11, 2025, a member of the IT team stated:

> "*Yes, the 'Ado Gawe' program is indeed communicated clearly, and the public can easily find information regarding the TikTok program*."

The same informant also stated:

> *"Yes, because it makes it easier for the public to find information related to job vacancies."*

In a separate interview conducted on the same date, the TFZ TikTok host stated:

> *"Information regarding job vacancies, training, and other employment-related matters is clearly conveyed based on data from Manpower Agency partners, and the public can easily access the TikTok live stream to obtain this information."*
> *"Certainly; the public can follow the account and keep up with the 'Ado Gawe Palembang' TikTok live schedule to get the information they need."*

EA, the Acting Head of the Job Placement and Expansion Division (IPK) and the person in charge of the 'Ado Gawe Palembang' TikTok program, also explained:

> *"Yes, the public can access it directly via the TikTok platform on their own mobile phones, and accessing the live stream is very easy."*

AA, a civil servant at the Manpower Agency, similarly emphasized the ease of accessing information about procedures through the TikTok account:

> *"It is very easy, as the sessions start at the same time every day."*

A similar statement was made by EA, representing a company partnering with the Manpower Agency:

> *"Yes, information regarding the 'Ado Gawe Palembang' program is conveyed very clearly and is easily accessible to the public."*

An interview with LPK HIM, another Manpower Agency partner, also addressed the transparency of the service. The representative stated:

> *"Yes, the up-to-date job vacancy information on TikTok greatly helps companies find candidates who meet their criteria."*

Additionally, FIR, a member of the public and a target user of the service, stated:

> *"The information is conveyed clearly; I obtained job vacancy information from 'Ado Gawe' (the Manpower Agency's TikTok account)."*

In public service logic, reach is only one input. What matters more are output and outcome measures, such as placement success, user satisfaction, or the reduction in information asymmetry. Current platform metrics are not aligned with this logic. While TikTok's algorithm helps expand the service's reach (87% of views came from recommendations), reliance on algorithmic affordances without platform governance may weaken institutional accountability (Lin & Lin, 2022).

This phenomenon, characterized by visibility without depth, has been observed in other digital public initiatives where the absence of human-centered content strategies and responsive engagement models has limited conversion rates (Cuşnir, 2025; Moffett & Rice, 2023). Government social media must be designed as multi-directional communication infrastructure, not just information displays. This aligns with the theory of dialogic

communication, which posits that engagement increases when users perceive response mechanisms and feedback value (Lappas et al., 2022).

The lack of a formal feedback system or job tracking capability further illustrates a potential disconnect between front-end digital interaction and back-end policy mechanisms. Ideally, digital public services should offer seamless integration between communication, decision-making, and resource deployment (Purnomo & Khabibi, 2025). The absence of such integration risks creating a "symbolic governance" space—visible but shallow (Branderhorst & Ruijer, 2025).

Moreover, the effectiveness of TikTok as a public service tool is context-dependent. Cultural appropriateness, content clarity, and platform literacy shape outcomes. In Indonesia, social media literacy varies significantly, especially across socioeconomic groups (N. U. R. Atnan, 2023). Without accessibility and interpretability, digital equality goals remain unfulfilled (Kim & Lee, 2024; Muridzi & Dhliwayo, 2025).

4.3 Institutional Performance and Structural Gaps

Data on the Open Unemployment Rate (TPT) across the regencies and cities of South Sumatra Province indicates that Palembang City's TPT has consistently declined—dropping from 7.49% in 2023 to 6.98% in 2024, and further decreasing to 6.81% in 2025. This downward trend suggests an improvement in labor market conditions in Palembang City. Nevertheless, compared to other regencies and cities in South Sumatra, Palembang City continues to record the highest TPT, reflecting the characteristics of an urban area with high levels of urbanization and a significant influx of job seekers.

This trend may reflect several factors, including broader labor market reforms and increased visibility of job opportunities through TikTok. Yet, causality remains unclear due to the absence of empirical evaluation frameworks (Pu et al., 2025). Overall, the governance of the Ado Gawe Palembang innovation has helped improve access to employment information. However, to achieve a truly significant reduction in unemployment, the innovation still requires strengthening in terms of accountability, formal responsiveness, and public participation.

Accountability also remains a concern. While administrators report routine content evaluations, there is no documentation of performance indicators or service commitments. Governance theory emphasizes that accountability in digital services requires traceability, verifiability, and public reporting (Id & Slud, 2025).

From a governance perspective, such outcomes should be examined alongside structural indicators. Low compliance with minimum wage regulations (45.57%) and stagnant bureaucratic reform (grade C) reflect institutional inertia. This highlights a pattern described in digital government literature: policy innovation often outpaces institutional capacity and regulation (Ma et al., 2021; Mankevich et al., 2023).

Furthermore, labor governance demands policy coherence across institutions. A fragmented system where digital innovations operate in isolation risks redundancy or misalignment. The "Ado Gawe Palembang" initiative, while effective in raising the visibility of job opportunities, remains disconnected from broader workforce development strategies and lacks integration with formal labor market information systems (Hong et al., 2022).

Policy design in public employment should combine supply-side interventions (training, matching) with demand-side signals (employer needs, vacancy types). TikTok provides visibility, but without synchronized strategies such as employer incentives or training pipelines, the platform's impact remains transactional (Gasco-Hernandez et al., 2022).

This underscores the importance of institutionalizing innovation within governance structures: setting performance indicators, allocating cross-unit responsibilities, and conducting routine evaluations (Branderhorst & Ruijer, 2025; Purnomo & Khabibi, 2025). Without these, innovation success may become episodic rather than systemic.

4.4 Governance Quality and Stakeholder Dynamics

Interview data reveal that the principles of good governance are only partially fulfilled. Transparency is evident in the openness of the content, but the platform's short-form format limits the depth of procedural information. Transparency must involve not just openness but clarity, context, and interpretability (Mabillard, 2022). The absence of links to detailed application procedures or qualification or recruitment documents weakens service usability. Empirical findings show that recruitment videos generally announce vacancies and deadlines but do not provide links to comprehensive application procedures, qualification guidelines, or recruitment documents.

Accountability is also a concern. While administrators report routine content evaluations, there is no documentation of performance indicators or service commitments. Governance theory emphasizes that accountability in digital services requires traceability, verifiability, and public reporting (Id & Slud, 2025). Accountability is limited because respondents reported that TikTok content does not provide measurable service performance information such as recruitment processing timelines, application status updates, or publicly available performance indicators that would enable applicants to assess the effectiveness of the recruitment process.

Effectiveness and efficiency were noted by informants, but without cost-benefit analyses or user satisfaction data, these claims remain anecdotal. Strategic governance requires that innovations be evaluated against benchmarks to justify their scaling or replication (Gasco-Hernandez et al., 2022).

Responsiveness is largely reactive, relying on comment moderation rather than structured feedback mechanisms or complaint-handling systems. Public service responsiveness demands not only answering questions but also learning from feedback to adapt processes and content (Branderhorst & Ruijer, 2025). Responsiveness is further constrained by the absence of a clearly communicated complaint-handling mechanism, escalation procedure, or system for handling comments or direct messages.

Participation remains passive. TikTok comments provide an informal voice channel but lack deliberative or agenda-setting mechanisms. Inclusive participation requires deliberate design through mechanisms such as polls, consultation forums, and structured surveys rather than relying on incidental engagement (Wiley & Goulding, 2023). Participation remains largely one-way because user interaction is mostly confined to comments and reactions, with no evidence of a systematic mechanism for incorporating applicants' input into service improvements.

The rule of law is reflected in the verification of job vacancy information, but the absence of standard operating procedures (SOP) or a publicly accessible audit trail may undermine legal certainty. Verification standards should be codified and disclosed to support procedural justice (Ma et al., 2021).

Equity and access are facilitated by TikTok's broad reach, but this may obscure underlying digital divides. Without accessible content formats, low-bandwidth alternatives, or community outreach, marginalized groups remain excluded (Chan et al., 2023; Heena & Nidhi, 2022).

Therefore, the "Ado Gawe Palembang" program, while innovative and promising, reflects a form of surface-level innovation that is visible, functional, and popular but not yet fully embedded in the broader governance ecosystem. Its long-term success depends not only on platform dynamics but also on institutional leadership, regulatory framework, inter-agency coordination, and continuous learning processes.

5. CONCLUSION

The "Ado Gawe Palembang" initiative serves as an illustrative case of how local governments in Indonesia are experimenting with platform-based public service delivery to address employment challenges. Through the use of TikTok, the Palembang City Manpower Office has demonstrated an ability to engage younger demographics and increase the visibility of job vacancies using a medium that aligns with contemporary digital behavior.

However, a critical governance analysis reveals that while the innovation has expanded the reach of employment information, it remains limited in institutional depth. The absence of formalized operating procedures, structured accountability mechanisms, and cross-platform service integration indicates that the innovation operates more as an adaptive experiment than a sustainable, embedded public service. The fluctuations in posting activity and reliance on individual administrative actors underscore the fragility of digital innovation in the absence of bureaucratic institutionalization.

Moreover, audience engagement data, while quantitatively impressive, do not sufficiently demonstrate service conversion or outcome-based impact. The lack of integrated tracking, complaint handling, and job matching feedback systems limits the service's ability to fulfill its full potential as an employment intermediary. Governance quality—measured through transparency, responsiveness, accountability, and inclusion—remains partial and uneven, with most principles implemented informally rather than systemically.

In sum, "Ado Gawe Palembang" represents an important step in digital public service innovation in Indonesia, but to transition from innovation to institution, the initiative must be supported by structural governance reform. This includes the development of standard operating procedures, cross-agency coordination frameworks, performance measurement systems, and digital inclusion strategies. Only through such systemic integration can TikTok-based employment services become credible, sustainable instruments for supporting efforts to reduce unemployment and enhance public value in the digital age.

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