COMPETENCIES OF PUBLIC RELATIONS PERSONNEL IN THE DIGITAL AGE: A STUDY OF GOVERNMENT AGENCIES IN WEST KALIMANTAN

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ABSTRACT

The development of digital technology has changed the pattern of public communication by the government and requires an increase in the competence of public relations personnel in managing digital media-based communication. This study aims to analyze the competence and practices of digital public relations in government agencies in West Kalimantan, as well as to identify the challenges and opportunities for strengthening public relations in the digital era. The research uses a qualitative approach with a case study design in five government agencies, namely Tanjungpura University, Pontianak State Polytechnic, West Kalimantan Regional Police, Singkawang Resort Police, and the Kubu Raya Regency Communication and Information Agency. Data collection was carried out through in-depth interviews, observations of digital media management, and analysis of documentation and social media content. The results of the study show that the level of competence and maturity of digital public relations varies between agencies. The West Kalimantan Regional Police and Pontianak State Polytechnic demonstrate relatively more adaptive and structured digital public relations practices, while other agencies still face limitations in terms of human resources, digital training, and creative content development. In general, digital public relations management still tends to be informative and one-way, with a level of public interaction that is not yet optimal. This study concludes that strengthening human resource competencies, institutional support, and creative and participatory digital communication strategies are key to improving the effectiveness of government public relations in the digital era.
Keywords: Public Relations Competence; Digital Age; Government; E-Government; Social Media

INTRODUCTION

The development of digital technology has become a disruptive force for all institutions, including government agencies. The digital era has caused fundamental changes in organizational communication patterns, including the public relations paradigm in government agencies. Technology accelerates the process of delivery, information services, and interaction, but it also opens up new challenges: building adaptive, transparent, and responsive communication. Public relations personnel in government agencies serve as strategic intermediaries between the government and the public. They are an extension of the institution in shaping public perception, maintaining trust, and creating public participation in government policies (Ruslan, 2016). However, in reality, public relations personnel are often considered merely a complement to the bureaucracy, a functional position that is often filled through

equalization or transfer, rather than based on competence (Ministry of Communication and Information Technology Regulation No. 12 of 2015).

The failure to develop public relations competencies, especially in the digital field, has resulted in suboptimal public communication processes. A lack of training, minimal investment in human resources, and weak internal collaboration contribute to a decline in the effectiveness of public relations work. This gap makes it difficult to effectively convey policy messages to the public, reduces public trust and participation, and worsens the image of government institutions (Santoso, 2019).

National regulations have attempted to set standards for public relations positions (Permenkominfo No. 12 of 2015), but implementation has been uneven. Not all agencies place professional public relations officers in strategic positions; in some cases, the people filling these positions have educational backgrounds and experience outside the field of communication or public relations. The role of Kominfo as a facilitator of human resource development has not been optimal, as evidenced by unsystematic training, a lack of trainers, and a shortage of competent competency assessors (Ayyasy Maelani, 2024).

This study aims to analyze the competencies and practices of digital public relations in five government agencies in West Kalimantan: Tanjungpura University (UNTAN), Pontianak State Polytechnic (Polnep), West Kalimantan Regional Police (Polda Kalbar), Singkawang Police, and Kubu Raya Regency Government, as well as to identify the challenges and opportunities for strengthening public relations in the digital era. These five institutions were selected due to their vital roles and representation of a wide range of public services, including education, security, and general government.

This study is highly relevant, given the rapid changes in the public communication landscape, demands for transparency, and the need for effective information management by the government. The research aims to serve as a reference for policymakers, agency leaders, and academics in the development of digital public relations systems in the future (Sari, 2012; Suparwoto, 2018).

RESEARCH METHOD

This study uses a qualitative approach (Khan, 2014), with a case study design to gain an in-depth understanding of the competencies, opportunities, and challenges of government public relations practices in the digital era in five agencies in West Kalimantan. Data collection was conducted through in-depth interviews with public relations officials and staff, observation of digital media management activities (websites and social media), and analysis of documentation and digital content produced by the institutions. The data were analyzed descriptively and analytically using an interactive analysis model that included data reduction, data presentation, and conclusion drawing, and were validated through source triangulation to ensure the validity and credibility of the research findings (Moleong, 2012).

RESULTS AND DISCUSSION

Growth of Instagram Followers of the West Kalimantan Government Public Relations Agency (June & October 2025)

The number of followers is the first indicator examined in this study because *it* represents *the* initial *reach* and level of visibility of the institution in the digital space (Dunan, 2020). In the context of government public relations, the number of followers

shows the extent to which social media channels are able to attract public attention and serve as the main gateway for communication between institutions and the public. Followers reflect the potential audience base that can receive, access, and disseminate policy information, public services, and educational messages conveyed by the institution (Prastowo, 2020).

In addition, the number of followers is the most basic quantitative indicator and is easy to compare between agencies to see the level of adoption and utilization of social media. Before analyzing more in-depth aspects such as engagement, content quality, or two-way interaction, research needs to first map the digital communication reach capacity of each institution. Thus, analyzing the number of followers serves as an initial step to understand the baseline performance of digital public relations, which is then complemented by a qualitative analysis of content strategy, human resource competencies, and the overall effectiveness of public communication. The following is data on the number of followers for the five institutions:

1. Tanjungpura University (UNTAN)
   The results of the study show that the Instagram account of Tanjungpura University (UNTAN) experienced growth in the number of followers from 94,800 in June 2025 to 95,800 in October 2025. Although the increase was not quantitatively significant, this trend reflects the consistency of public relations performance in managing social media as a means of public communication (Mahmud, 2022). Instagram, supported by YouTube channels, is used as the main medium for conveying institutional information, documenting academic activities, and building the institution's image in the digital space. The stable growth in followers indicates that the content produced is able to retain the existing audience, although it has not yet fully driven a massive surge in new engagement. These findings indicate that UNTAN already has a fairly good foundation for social media management, but still needs to strengthen aspects of content creativity, visual narrative, and two-way interaction strategies so that the level of public engagement can increase more optimally and sustainably.

2. Pontianak State Polytechnic (POLNEP)
   The Instagram account experienced significant follower growth, from 24,300 in June 2025 to 26,000 in October 2025. This increase reflects the effectiveness of the digital communication strategy implemented by Polnep's public relations team through the use of cross-platform media, particularly *Instagram, TikTok, and YouTube*. These three platforms are used complementarily for the purposes of academic promotion, socialization of vocational education programs, and public education about the institution's activities and achievements. The visual content presented, such as videos of campus activities, student practices, study program profiles, and documentation of innovations, has been able to attract the attention of the audience, especially among the younger generation. The consistency of uploads and the diversity of content formats contribute to increased digital awareness of Polnep as a vocational education institution, while also demonstrating that an adaptive and visual-oriented communication approach plays an important role in strengthening public engagement and expanding the reach of institutional information in the digital space.

3. West Kalimantan Regional Police (Polda Kalbar)
   The West Kalimantan Regional Police (Polda Kalbar) Instagram account has seen a significant increase in followers, from 5,905 in June 2025 to 8,802 in October 2025. This surge reflects the success of a digital public relations strategy that emphasizes innovation in content type and packaging. Polda Kalbar not only presents news about police activities, but also develops educational content and publicity that portrays a humanistic, responsive, and community-oriented image of the police. This approach has been able to build a positive narrative for the institution while increasing public trust in the digital space. The nearly 50 percent increase in followers shows that the public is responding positively to a more persuasive, visual, and contextual communication strategy, and confirms the importance of creativity and relevance of content in strengthening government public relations engagement, especially for law enforcement institutions.

4. Singkawang Resort Police (Polres)
   The results of the study show that the Singkawang Police Instagram account experienced an increase in followers from 14,500 in June 2025 to 15,000 in October 2025. This growth indicates that the use of Instagram and websites as media for public education on issues of security, public order, and police services is beginning to receive a positive response from the community. The content presented generally focuses on information about operational activities, appeals for public order and security, and the dissemination of public services, which play an important role in increasing public understanding and awareness. However, limited digital training and human resources remain a major challenge in digital public relations management. Nevertheless, the gradual integration of creative content through the use of visuals, activity documentation, and more communicative information presentation demonstrates the institution's commitment to continuously adapt to the demands of public communication in the digital age and strengthen its relationship with the public in a sustainable manner.

5. Kubu Raya Regency Communication and Information Agency (Diskominfo)
   The results of the study show that the Instagram account of the Communication and Information Agency (Diskominfo) of Kubu Raya Regency experienced an increase in the number of followers from 1,961 in June 2025 to 1,978 in October 2025. Although the growth was relatively small, this achievement reflects ongoing efforts to optimize the role of digital media as a means of public communication for local governments. Diskominfo Kubu Raya runs various strategic programs, such as digital literacy for the community, internal training for officials, and collaboration with local media to expand the reach of information. Limited human resources and content production facilities have affected the rate of follower growth, but the focus on educational functions and strengthening internal capacity shows a long-term orientation in building an inclusive, informative, and supportive digital communication ecosystem for digital-based governance.

Table 1
Social Media Activity (June & October 2025)

Institution	Parameters	June	October	Difference
UNTAN	Instagram Followers	94,800	95,800	1,000
Polnep	Instagram Followers	24,300	26,000	1,700
West Kalimantan Regional Police	Instagram Followers	5,905	8,802	2,897
Singkawang Police Department	Instagram Followers	14,500	15,000	500
Kubu Raya Communication and Information Agency	Instagram Followers	1,961	1,978	17
UNTAN	YouTube Views	637,824	697,770	59,946
Polnep	YouTube Views	431,957	561,790	129,833
Kubu Raya Communication and Information Agency	YouTube Views	338,338	370,750	32,412
UNTAN	TikTok Followers	9,119	9,443	324
Polnep	TikTok Followers	9,599	11,100	1,501
Singkawang Police Department	Instagram Posts	8,587	8,916	329

Source: researcher documents, 2025

Competencies and Practices of Digital Public Relations in Institutions
a. Tanjungpura University (UNTAN)

Competencies and practices of digital public relations at Tanjungpura University (UNTAN)

This shows efforts to adapt to the demands of public communication in the digital age, but there are still a number of structural and human resource limitations. Institutionally, UNTAN has utilized various digital channels such as its official website, Instagram, YouTube, Facebook, TikTok, and X as the main media for disseminating information and shaping the institution's image. However, digital public relations management is still dominated by personnel with non-public relations backgrounds, where some public relations positions are obtained through an equivalence mechanism and do not yet fully perform public relations functions optimally. Content management practices tend to be informative and administrative in nature, with limited visual innovation and digital narratives. In addition, the management of the website, which is under the information technology unit, causes the public relations role to be more of a content filler than a communication strategist. Weak integration between units and a lack of digital training have resulted in low two-way interaction with the public. These findings indicate that although UNTAN has adequate digital infrastructure and channels, strengthening the competence of public relations human resources, cross-unit collaboration, and the development of creative and participatory content strategies are still urgent needs to improve the effectiveness of digital public relations in a sustainable manner.

The competencies and practices of Public Relations at Untan are as follows:

1. There are three main public relations staff with non-public relations backgrounds.
2. Public relations officers who have undergone job reclassification do not perform public relations duties but continue to perform their previous duties.
3. Website management is handled by the IT unit; public relations acts as an operator and content provider.
4. The content produced is still conventional and lacks innovation in both digital writing style and visual design.
5. Integration between sub-units is weak, with minimal content collaboration and limited public response.
6. Social media activities are growing (Instagram, YouTube, Facebook, X), but public engagement is low, especially from non-student segments.

b. Pontianak State Polytechnic (Polnep)

Able to create stronger emotional closeness and public engagement.

The digital public relations competencies and practices at Pontianak State Polytechnic (Polnep) demonstrate a relatively higher level of proactivity compared to other institutions, particularly in the management of visual media based on digital platforms such as TikTok, Instagram, and YouTube. The Instagram account @mediapolnep, with 24,300 followers as of June 24, 2025, is consistently used to showcase campus activities, academic promotions, and public education on vocational education through creative and visual-oriented content. This strategy has proven to be quite effective in increasing the institution's visibility and reaching a wider audience, especially among the younger generation.

However, the study found that strengthening the competencies of Polnep's public relations human resources still faces limitations, particularly in terms of advanced training in visual content production and a lack of collaboration with professional creative personnel outside the institution. The content produced is mostly informative and promotional, so while it is effective as a medium for academic outreach, approaches based on storytelling, inspirational narratives, and strengthening institutional values have not been developed optimally. These findings indicate that Polnep already has a fairly good foundation in digital public relations practices, but it still requires strategies for competency development and content innovation so that the public communication it builds is not only informative but also

c. West Kalimantan Regional Police

The competencies and practices of digital public relations at the West Kalimantan Regional Police (Polda Kalbar) show a relatively higher level of readiness and maturity in facing the demands of public communication in the digital era. Polda Kalbar has managed digital public relations in a structured manner by utilizing various platforms, such as the official website, Instagram, TikTok, YouTube, X, and the Tribratanews channel, as the main means of disseminating information, public education, and shaping the image of the institution. Content management is not only focused on reporting police activities but also directed toward conveying educational messages, crime

prevention, and strengthening the image of the police as humanistic and responsive to community needs.

In terms of human resource competencies, the West Kalimantan Regional Police's public relations department is supported by personnel who meet the standards for police public relations as stipulated in National Police Chief Regulation No. 6 of 2023. Their competencies include news writing, public speaking, social media management, visual and audiovisual content production, and the use of media analytics to monitor public opinion. Digital public relations practices are also strengthened by a work system that emphasizes rapid response to public issues and crisis situations, thereby maintaining information stability and public trust.

The significant increase in the number of social media followers of Polda Kalbar reflects the success of the implemented digital communication strategy. Content innovation, consistency in publication, and internal collaboration between public relations and information technology functions are key factors in expanding reach and increasing public engagement. These findings indicate that Polda Kalbar not only utilizes digital media as a publication tool but has integrated it as a strategic instrument in building two-way relationships with the public and strengthening institutional legitimacy in the digital public sphere.
The following is a summary of its competencies:

a. Possesses a formal digital communication structure; adheres to public relations competency standards (PERKAP No. 6, 2023).
b. Manages social media such as Instagram, TikTok, and Tribratanews for monitoring public issues, publishing social activities, and security education.
c. Quick response to crisis issues (quick response)
d. The website features multi-content.

d. **Singkawang Police Department**
The digital public relations competencies and practices at Singkawang Police Station demonstrate consistent efforts in utilizing digital media as a means of public communication, particularly through the official website and Instagram account @humaspolressingkawang. As of June 24, 2025, the Instagram account had 14,500 followers with a total of 8,587 posts, indicating a high intensity of publication and the institution's commitment to documenting and disseminating various police operational activities to the public. The published content generally focuses on law enforcement activities, community service, regional security, and police social agendas, thereby serving as a medium for transparency and accountability of the institution's performance.

In practice, the management of the Singkawang Police's social media is directed at building the institution's presence in the digital space while forming an informative and safe online community for the public. Social media is used as a channel for conveying public order appeals, socializing public services, and responding to local security issues. However, the results of the study show that the communication approach still tends to be one-way and informative, with

limitations in the development of more in-depth educational content and the use of infographics and interactive visuals that can increase public understanding and participation.

Limited digital competence, especially in visual design, educational message packaging, and the use of social media analytics data, is one of the factors that affects the quality of interaction with the audience (Azrita, 2025). Nevertheless, the high intensity of posts reflects the institution's awareness of the importance of digital presence as part of a modern public relations strategy. These findings indicate that the Singkawang Police Department has established a solid foundation for digital public relations practices in terms of publication consistency. However, it still requires strengthening human resource capacity, innovating educational content, and developing infographics and interactive narratives to ensure that the public communication built is not only informative but also participatory and has a long-term impact.

e. **Kubu Raya Communication and Information Agency**
The Communication and Information Agency (Diskominfo) of Kubu Raya Regency has utilized various digital channels, including its official website and social media such as Facebook, Instagram, X, and YouTube, as the main means of disseminating public information and local government communications. These channels are used to convey regional policies, development programs, government activities, and public service information to the community. The existence of these digital platforms demonstrates Diskominfo's commitment to supporting information transparency and the implementation of digital-based governance.

However, research shows that the level of public engagement on Diskominfo Kubu Raya's digital channels is still relatively low. Community interaction, whether in the form of comments, content sharing, or two-way responses, has not developed optimally. This condition indicates that digital media still functions more as a one-way medium for conveying information than as a space for interactive dialogue and public participation.

One of the main factors affecting this low engagement is the limited number of human resources with specific expertise in public relations and digital communication (Alivia, 2024). The limited number of personnel means that digital content management cannot yet be carried out strategically and sustainably. In addition, most officials still perform public relations functions as an additional task, so that focus and innovation in digital media management are not maximized.

Another obstacle relates to the limited facilities and infrastructure for content production. Supporting facilities such as multimedia devices, design software, and social media analytics tools are still minimal, which affects the visual quality and variety of the content produced. As a result, the public messages conveyed tend to be informative and administrative (Anwar, 2020), with a display that is less attractive to digital audiences, especially the younger generation.

In addition, the lack of collaborative training across units poses a challenge in strengthening the digital public relations of the Kubu Raya Communication and Information Agency. The lack of coordination and cooperation between regional agencies hinders the integration of information and the production of richer and more contextual content. These findings indicate that although Diskominfo Kubu Raya already has adequate digital infrastructure and channels, it is necessary to strengthen human resource competencies, provide supporting facilities, and develop cross-unit collaboration patterns so that digital media can function more effectively as a participatory and sustainable public communication instrument (Damayanti, 2020).

Table 2
Summary Table of Digital Public Relations Competencies of Five Government Agencies

Institution	Primary Digital Channel	Prominent Competencies	Main Limitations	Level of Digital Public Relations Maturity
Tanjungpura University (UNTAN)	Website, Instagram, YouTube, Facebook, TikTok, X	Management of institutional digital channels, documentation of activities, academic publications	Non-public relations human resources, minimal digital training, content still administrative	Medium
Pontianak State Polytechnic (Polnep)	Instagram, TikTok, YouTube, Website	Visual content production, academic promotion, digital platform adaptation	Storytelling not yet optimal, limited external creative collaboration	Intermediate Advanced
West Kalimantan Regional Police	Website, Instagram, TikTok, YouTube, X, Tribratanews	Structured public relations management, crisis response, public opinion analysis, educational and humanistic content	Reliance on formal structures, digital literacy not yet evenly distributed among all personnel	Advanced
Singkawang Police	Website, Instagram	Consistency in publication, transparency in operational activities, public safety education	Limited interactive content and infographics, minimal digital training	Medium

Kubu Raya Communication and Information Agency	Website, Facebook, Instagram, X, YouTube	Digital literacy, regional information coordination, local media collaboration	Limited human resources, minimal production facilities, low engagement	Basic Intermediate

Researcher Data Processing, 2025

Based on Table 2, which presents the results of a comparative analysis of five government agencies in West Kalimantan, there are variations in the level of competence and maturity of digital public relations practices, which are influenced by organizational structure, human resource capacity, and internal policy support. The West Kalimantan Regional Police is the most advanced in digital public relations management because it has a structured system, strong internal regulatory support, and personnel with relatively comprehensive public relations competencies. The communication practices carried out not only focus on publishing activities, but also on public education, issue management, and rapid crisis response, so that digital public relations functions as a strategic instrument in building institutional trust and legitimacy in the public sphere.

The Pontianak State Polytechnic (Polnep) demonstrates adaptive and progressive digital public relations performance, especially in the use of visual media such as Instagram, TikTok, and YouTube. The communication strategy that highlights academic activities and vocational education practices has succeeded in increasing the visibility of the institution and public digital awareness. However, Polnep's communication approach is still dominated by promotional and informative content, so that the development of storytelling-based content, inspirational narratives, and strengthening institutional values are challenges that need to be overcome in order to increase audience emotional engagement in a sustainable manner.

Tanjungpura University (UNTAN) and the Singkawang Police are at an intermediate level of digital public relations maturity, with relatively similar characteristics. Both institutions have consistently utilized various digital channels as media for information delivery and activity documentation. However, content management still tends to be one-way and administrative, with limitations in visual innovation, two-way interaction, and the use of social media analytics. Limited digital competence of human resources and a lack of training are the main factors limiting the development of more participatory and strategic digital public relations.

Meanwhile, the Kubu Raya Regency Communication and Information Agency has a strategic role as an information hub and driver of local government communication, but it is still at a basic to intermediate level of maturity in digital public relations practices. Although various digital channels are available and being utilized, the level of public engagement remains low due to limitations in human resources, content production facilities, and a lack of training and cross-unit collaboration. This condition causes the function of digital media to be more dominant as a tool for delivering information, not yet fully developed as a space for dialogue and public participation.

Overall, these findings indicate that the success of digital public relations is not only determined by the availability of platforms and technology, but also depends heavily on the quality and competence of human resources, institutional support, and the ability of institutions to develop creative, interactive, and contextual communication strategies. Strengthening the competence of public relations human resources, increasing continuous digital training, and cross-unit and cross-sector collaboration are the main keys to driving the transformation of government public relations towards more effective, participatory, and sustainable public communication in the digital era (Irmawan, 2021).

Challenges of Digital Public Relations in Government Agencies

The main challenge in managing digital public relations in five government agencies in West Kalimantan lies in the competency gap of human resources. Most public relations personnel still come from job equivalence mechanisms and do not have educational backgrounds or special training in digital communication and public relations. This condition has an impact on the limited ability to design creative, interactive digital communication strategies based on data analysis and audience behavior.

The next challenge is the lack of structured and continuous digital training. The training available is generally incidental and does not cover the latest competencies such as digital storytelling, infographic design, digital crisis management, the use of social media analytics, and the use of artificial intelligence technology in public communication. As a result, digital media management still tends to be oriented towards one-way information publication rather than participatory two-way communication.

In addition, limited content production facilities and infrastructure are a significant obstacle. Many agencies do not yet have adequate multimedia equipment, design software, or analytical systems to support the production of quality visual and audiovisual content. Budget constraints reinforce this condition, making it difficult to optimally develop content innovation and experiment with digital communication strategies.

Another equally important challenge is the weak coordination and collaboration across units. Information and content materials are often scattered across various work units without a clear integration mechanism, resulting in uncoordinated and inconsistent communication messages. In addition, resistance to change and a tendency to maintain conventional communication patterns are still encountered, especially in hierarchical bureaucratic environments (Yendrawati, 2013).

Opportunities for Digital Public Relations in Government Agencies

On the other hand, digital transformation opens up great opportunities for strengthening the role of government public relations (Wibowo, 2013). The use of social media and websites enables the rapid, massive, and relatively efficient expansion of public communication. Digital media provides space for the government to convey information, policies, and public services in real time, while building institutional transparency and accountability.

Another opportunity is the increase in digital literacy and participation among the public, especially the younger generation who are active users of social media. This condition opens up space for government public relations to develop more creative,

visual, and narrative communication approaches, such as storytelling, educational campaigns, and interactive content that can build emotional closeness with the public.

In addition, there are strategic opportunities in strengthening cross-sector collaboration, whether with educational institutions, creative communities, local media, or digital industry players. This collaboration can be a solution to internal limitations, while also encouraging knowledge transfer, competency improvement, and innovation in public communication content. Another potential opportunity is the use of analytics and artificial intelligence (AI) technology in digital public relations management. The use of data analytics enables government public relations to understand audience characteristics, map public issues, and evaluate the effectiveness of communication strategies more accurately. With the support of appropriate policies and training, government public relations can transform from mere information managers to strategic actors in public communication decision-making (Rahmalia, 2024).

Operational Policy Recommendations for Digital Public Relations

1. Tanjungpura University (UNTAN)
   It is necessary to establish a policy to strengthen the institutionalization of digital public relations by placing the functional position of public relations fully within the institution's strategic communication unit. This policy must be followed by a continuous training program that focuses on digital storytelling, audience-based content writing, and academic visual production (Milyane, 2023). Additionally, website management should be integrated between the information technology and public relations units so that public relations does not only play a role as content provider, but also as a designer of institutional communication strategies. The development of cross-faculty content standards is important to maintain the consistency of UNTAN's narrative and image in the digital space.

2. Pontianak State Polytechnic (Polnep)
   Polnep is advised to develop a creative collaboration policy involving students, lecturers, and creative industry partners as part of its digital public relations strategy. This policy can be realized through the establishment of a content lab or internal creative team focused on the production of visual and audiovisual content. In addition, it is necessary to formulate a policy to strengthen the institution's narrative through storytelling-based content and inspiring stories of students and graduates, so that academic promotion is not only informative but also builds emotional closeness with the public. Budget support for training in design and social media analytics is also a strategic necessity (Tirta, 2024).

3. West Kalimantan Regional Police (Polda Kalbar)
   Polda Kalbar needs to continue and expand its existing digital public relations strengthening policy by emphasizing the equal distribution of digital literacy across all ranks, not just core public relations personnel. Internal training policies based on mentoring and best practices need to be strengthened so that digital communication and issue management skills can be internalized thoroughly (Muttaqin, 2024). Additionally, optimizing the use of analytical data and public opinion early warning systems should be made a routine operational policy to support faster and more precise responses to digital issues and crises.

4. Singkawang Police Department

The Singkawang Police Department is advised to develop a digital public relations competency development policy focused on improving the quality of educational content and interactive infographics. This policy can be realized through basic training in visual design, educational message writing, and the use of social media as a means of two-way communication. In addition, a mentoring policy from the West Kalimantan Regional Police or external partners as digital mentors ( ) is needed to accelerate knowledge transfer and improve the quality of social media management. Reorganizing the content strategy so that it is not only oriented towards the quantity of posts but also the quality of messages is an important step.

5. Kubu Raya Communication and Information Agency

The Kubu Raya Communication and Information Agency needs to establish a policy to strengthen the coordinating function of digital public relations across regional agencies through the formation of an integrated public communication team. This policy must be supported by the addition and development of human resources specializing in digital public relations, as well as the provision of adequate content production facilities. In addition, a collaborative training program across units needs to be designed on a regular basis to improve message consistency and digital content quality. Optimizing collaboration with local media and digital communities also needs to be institutionalized as part of the strategy to increase public engagement.

CONCLUSION

This study concludes that the competence and practices of digital public relations in five government agencies in West Kalimantan show varying levels of maturity, which are influenced by institutional structure, human resource quality, and internal policy support. Digital transformation has encouraged government agencies to utilize social media and websites as means of public communication, but this utilization has not been fully balanced with the strengthening of adequate and sustainable digital public relations competencies.

The analysis shows that the number of social media followers, especially on Instagram, is an important initial indicator in assessing the reach and visibility of digital public relations, but does not automatically reflect the quality of public communication. The growth in followers for each agency shows varying degrees of digital media adoption, with the West Kalimantan Regional Police and Pontianak State Polytechnic displaying relatively more progressive performance, while Tanjungpura University, Singkawang Police, and Kubu Raya Communication and Information Agency are still at a medium to basic level of maturity.

In terms of human resource competencies, the study found a significant gap between the competency requirements for public relations in the digital age and the actual conditions of public relations personnel in the field. Many public relations positions are still filled through job equivalence mechanisms with non-public relations backgrounds, minimal structured digital training, and limited mastery of strategic skills such as digital storytelling, visual design, issue management, and social media data analysis. This condition causes digital public relations practices to tend to be informative and one-way, not yet optimal in building interaction, participation, and public engagement.

Comparatively, the West Kalimantan Regional Police showed the most advanced level of digital public relations maturity because it was supported by a clear organizational structure, internal regulations, and relatively complete personnel competencies, including in crisis management and public opinion analysis. Pontianak State Polytechnic showed adaptive and visual-oriented digital public relations practices, but still needed to strengthen its narrative and storytelling. Meanwhile, UNTAN, the Singkawang Police, and the Kubu Raya Communication and Information Agency face similar challenges in the form of limited human resources, a lack of training, and weak integration and collaboration across units.

Overall, this study confirms that the success of government digital public relations is not only determined by the availability of technological platforms, but also depends heavily on strengthening human resource competencies, institutional support, and creative, interactive, and contextual communication strategies. Therefore, a more systematic digital public relations development policy is needed through continuous training, national competency standardization, and strengthened cross-sector collaboration so that government public relations can play a strategic role in building transparent, participatory, and sustainable public communication in the digital era.

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