

# The Collaboration of TOE Framework and Vocational Faculty Unair's Support: Social Media Management Team

Gagas Gayuh Aji<sup>1\*</sup>; Alifian Sukma<sup>2</sup>; Amanda Dyla Pramadanti<sup>3</sup>

<sup>1,2</sup>Universitas Airlangga

<sup>3</sup>Badan Kepegawain Daerah Provinsi Jawa Timur

\*Corresponding author: gagasgayuhaji@vokasi.unair.ac.id

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**Abstract:** It is necessary to expand social media's involvement in higher education branding, especially for vocational school. This promotional and branding is consistent with the Ministry of Education and Culture's vision. All vocational education institutes are supported and urged by the Director-General of Vocational Studies to inform the public about their advantages constantly. Undoubtedly, a social media management team is needed to manage this. It should be noted that the difficulties ahead are not becoming any simpler. Therefore, it has become more important than ever to work with the leadership of the vocational faculty's social media team. The researcher assumed that TOE and leadership shamans could be sufficient to raise public awareness of the Airlangga University Vocational Faculty's increased branding efforts.

**Purpose:** The function of social media management implementation cannot be isolated from the effect of numerous parties and instruments. The TOE framework describes the management and motivation of social media adoption as a lens.

**Methodology:** Case studies were used in this research. This research employs qualitative methodologies in data collecting through interviews: interviews and document searches to provide a clear image of the Vocational Faculty's social media team implementation at Universitas Airlangga.

**Findings:** Besides being supported by technological, organizational, and environmental factors, the leadership's participation is worthy of discussion. The leadership did not hesitate to discuss and decide the direction of the social media team of the Vocational Faculty of Airlangga University.

**Originality:** The initial research context is the social media team at Airlangga University's Vocational Faculty. This is acceptable given that the social media team was founded in early 2022.

**Keywords:** Socia Media Team, Cohesion, Vocational, Branding, Universitas Airlangga

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## Introduction

Facebook, WhatsApp, Instagram, Twitter, Telegram, and Tiktok. These are some of the social media that hold most of our society in their grips at all times. According to a study conducted by We are social in 2021, Indonesians spend between eight and nine hours per day online on average. Social media consumes more than a third of our daily time. The amount of usage is an opportunity for various businesses to utilize social media to communicate with their audience. Organizations use social media a lot, such as businesses (Bose, 2018, Tong, 2020, Fontaine, 2020, Chun et al.,

2021), SMEs (Derham et al., 2011, Atanassova & Clark, 2015, Permatasari & Endriastuti, 2020), hospitals (Smith, 2017, Richter & Kazley, 2020), and schools (El-Badawy & Hashem, 2015, Sampasa-Kanyinga et al., 2019, Maresova et al., 2020). Social media enables companies to interact with clients and obtain real-time client feedback more rapidly than ever. Increasing consumer engagement requires a significant number of companies to communicate information to the general public to capitalize on this opportunity (Appel et al., 2020). Companies must recognize that managing social media is not simple and cannot be performed by a single individual. Managing corporate social media requires good and mature team management, with content undergoing various processes to become audience-resonating material.

Everyone is aware that social media team requires collaboration. No longer are social media producers restricted to merely reposting previously published content. Instead of a place to be occupied, it is a site for future development. Also, as we all know, this location is highly time- and energy-intensive. Social media management is frequently handled by marketing professionals, despite requiring collaboration from a variety of disciplines. Social media discusses innovation and creation, typically developed by innovation teams because businesses seek to combine the knowledge of individuals from diverse backgrounds to facilitate the generation of new ideas (Rieger & Klarmann, 2022). In industries that rely heavily on technological innovation, the capacity to generate innovative innovations is crucial in determining a company's overall performance and long-term viability. The question of what factors drive team innovation has been the subject of substantial research. Frequently, researchers agree unanimously that a productive team requires a collaborative culture. Prior research has demonstrated a collaborative culture's positive effects on overall performance and specific creative and innovative outputs (Colovic & Williams, 2020; Rieger & Klarmann, 2022).

Understanding groups' role in enhancing or hindering individual and organizational performance has contributed to a resurgence of interest in group work's significance (Buzaglo & Wheelan, 1999). The management of the social media team is a new area of research for many Indonesian groups. As a result of a widespread misperception, social media management is assumed to be the sole responsibility of a single individual. However, specific talents are required for handling social media. Nitu (2022) proposes a variety of social media management positions, including Head of Social Media, Content Creator and Curator, Social Media Community Manager, Social Media Analyst, Graphic Designer/Social Media Video Editor, and Social Media Influencer Manager. Consider social media teamwork in addition to hard talents while hiring. These individuals must also have practical team communication skills. According to Rieger & Klarmann (2020), if there is no culture of cooperation on the team, individual members will be reluctant to share their thoughts and information openly. However, being open and transparent about one's thoughts and information is likely to result in the expression of a more varied and superior set of ideas, which will have a positive impact on the market potential of the team's ideas. Companies also require someone who can manage their time and meet deadlines, are innovative, and can plan and achieve their objectives.

One organization that forms a social media team to shape the image of its organization is the Faculty of Vocational Universitas Airlangga. The social media team for the vocational faculty was established in early 2022, and since then, it has constantly been innovating and working toward providing innovations that will assist in improving the image of the vocational faculty. Nevertheless, throughout the process, there are bound to be various challenges and roadblocks accompanying it. According to Appel et al. (2020), the management of social media is not always related to technology; instead, the organism's role within it makes up the dynamics of its management. This research aims to investigate the implementation of social media management at the Faculty of Vocational Studies at Airlangga University, as well as the various problems that have arisen and the potential solutions to those problems. We are considering the utilization of the TOE framework, which would provide researchers with distinct guidelines to discuss the level of preparedness of the Vocational Faculty social media team.

## **The Role of the TOE Framework in the adoption of Social Media Management**

The paradigm known as the technical, organizational, and environmental (TOE) model has seen extensive use in investigating various information system problems. TOE has also shown itself to be the preferred paradigm for comprehending technology adoption (Sugandini et al., 2019), as well as the value creation that comes with introducing new technology (Makame et al., 2014). The administration of social media management as a team is a novel idea that calls for adopting and implementing new technologies. This implementation is since the participation of the social media team is still a relatively new topic of debate in the field's practical applications. Alshehri (2019) differentiates social media from other forms of technology by defining it as a web-based service that enables users to create public profiles, articulate users when sharing connections with others, and view a list of links made by other users within a system. This definition distinguishes social media from other types of technology. Within this term, social media contrasts with other forms of technology. As a consequence, the TOE framework could contribute something more specific to the practice of social media management, which therefore influences the use of social media in higher education branding context.

The company's already-implemented technologies play an essential role in the adoption process because of the vast constraints they place on the extent and pace of technological change that an organization can implement (Baker, 2011). Because it serves as the basis for constructing an adoption-ready foundation, the function technology plays in companies is crucial. Even though social media has been around for quite some time, the administration of social media has gotten more complicated, particularly in the setting of high schools. According to Pee (2018), however, increasing one's understanding of the relative benefits of social media may increase the overall performance of a company and the sharing of information. The degree to which something captures the public's attention is known as the "image awareness of its schools." Colleges need to adopt and leverage social media for branding activities since it gives them greater awareness than corporations with significant resources. This deficiency is because colleges have fewer funds than firms do.

The features of a firm, such as its number of workers, size, turnover rate, management structure, and other relevant concerns, are all part of the company's organizational design. Structures of an organizational organization that are organic and decentralized are often related to adoption. When thinking back on the successful implementation of SCM technology adoption at the Harley-Davidson company, which formed a project team that included critical employees from different locations and different functions in the company, it is essential to note that the project team comprised employees from across the company (Austin, 2003; Baker, 2011). At that moment, the functional team emerged victorious, establishing the path forward and defeating the formal structural hierarchy in the process (Baker, 2011). It describes how organizational design facilitates the adoption of innovations. Companies are confronted with a conundrum when it comes to putting into practice the adoption of corporate branding. The loss of staff time and adverse comments from unhappy customers are two of the drawbacks associated with using social media, both of which can damage an organization's image (Ahmad et al., 2018). The decision of top management to use social media may make it more difficult because social media carries benefits and drawbacks. The only way out of this predicament is to create a dedicated group.

The environmental context includes the industry's structure, the presence or absence of technology service providers, and the regulatory environment (Baker, 2011). According to institutional theory, firms innovate because of institutional factors (Henderson et al., 2012). The importance of the role played by the environment and others cannot underestimate the competitors who can adapt to it. As if it were a competition, the business is continuing to work toward being a

trendsetter in social media administration. Universities may boost their image by using social media to communicate with the public about their performance and other information. Social media is multipurpose, utilized for interaction and promotional operations between colleges and the public. In order to attract the attention of the general public, it is not uncommon for universities to engage in acts of content espionage against one another.

### Social Media in Indonesia Higher Education Landscape

Mark Zuckerberg, then a student at Harvard University, initiated the formation of Facebook in 2004. Facebook users currently have close to 1.7 billion followers worldwide. The other social media sites, including Instagram, YouTube, Twitter, and TikTok, come fully equipped with distinct advantages. Each of them has its own set of strengths. Not only is social media crucial for businesses that sell their products, but the usage of social media at colleges is also essential because practically everyone uses social media in their everyday life these days. A study conducted by We Are Social (2021) found that the average Indonesian spends half of their waking hours on various forms of social media. As a result, the University needs to participate in managing the many social media platforms. According to Wibawa (2019), social media platforms in higher education may serve as a tool for diplomacy, branding, and both internal and external communication. If it is administered responsibly and responsibly, the usage of social media in educational institutions like universities may produce a favorable image for the educational institution. According to Perdana (2021), colleges are required to have a strategy for the delivery of communications through a variety of social media platforms. Compared to other campuses, positioning is a quality that distinguishes one campus from another and eventually serves as the foundation for any communication activity that takes place on that campus.

Indeed, having a large number of followers does not imply that a social media account is high quality. However, if the university has many followers, at the very least may reach a larger audience, strengthen the brand, improve traffic, and rank higher on Instagram search results, which will help attract many potential students. A comparison of the number of social media followers that major Indonesian institutions have been provided Table 1 below.

**Table 1.** The Number of Social Media Followers in Major Indonesian Institutions

University	Instagram	Facebook	Youtube	Twitter	TikTok
UGM	895K	481K	99K	1,1M	108K
UI	763K	193K	57K	1,2M	14,1K
ITB	329K	269K	146K	931K	-
UNAIR	229K	80K	45,8K	75,5K	8K
UNDIP	210K	129K	42,4K	37,1K	-
UNIBRAW	354K	48K	9,6K	199K	-

**Source:** data is taken and processed from the pages of each account on June 21, 2022

In addition to focusing on the number of followers, relationship quality is an added value for social media managers. Building a relationship with followers on social media is essential because this will be one of the essential points that need to be made considering the real-time character of social media. Criado et al. (2013) stated that social media could also encourage innovation from companies by monitoring customer communication, feedback, and opinions. Current social media management includes two essential characteristics, first, there are the primary and smaller platforms that offer the industry's core technology and business structures; second, use cases, or how individuals and organizations employ these technologies (Appel, 2020). Management of social media accounts at higher education is made more challenging by the fact that lecturers are typically the people in control of these accounts. In point of fact, public relations and branding efforts are typically incorporated into the management of social media on universities.

## Research Methods

This research uses a qualitative approach. Qualitative research is distinguished by its capacity to capture the thoughts and feelings of the participants. A qualitative study's primary goal might be to capture participants' points of view. Rather than expressing researchers' opinions, preconceptions, judgments, events, and ideas resulting from qualitative research might represent the meanings attributed to actual happenings by those who encounter them (Yin, 2011). The researcher will conduct in-depth interviews with parties who have the skills and expertise linked to the study that will be carried out so that they can collect information that is comprehensive. This helps to acquire a valuable view of the actual implementation that is taking place in the field. In addition to interviews, document processing is another method used in this study.

The documentation method is a technique that can be found in the social research methodology toolbox and is used as one of the means of data collection. A possible interpretation of the documentation method is that it is a strategy for document reconstruction in its most fundamental form. As a consequence of this, the use of documentary sources is an essential component of a qualitative research due to the fact that it allows for the reconstruction of both an idea and an event. There are many distinct sorts of qualitative case studies, and one thing that divides them is the size of the restricted instance (Creswell, 2007). For instance, the size of the bounded case may be a single individual, several individuals, a group, the whole of a program, or a specific activity. In addition, this research makes use of case studies so that it may be differentiated from other forms of case studies, namely quantitative case studies, using qualitative case studies. The last kind of case study design is known as an intrinsic case study design, and it places an emphasis on the case itself as the primary topic of examination.

## Results and Discussion

Under the present Dean's direction, the Vocational Faculty continues to strengthen and promote itself to give public education. Novianto As deputy dean of the three vocational faculties in charge of public relations and branding, Edu Suharno became the driving force behind social media management. Social media management is delegated to an internal team for the vocational faculty's original values to communicate to outsiders. The social media trend is not only about individuals sharing information; it is also about a sense of belonging and self-confidence (Nguyen, 2018). Suharno tapped into this desire by emphasizing a sense of ownership of the university and establishing social media networks and communities.

Graphic design, articles, and videos are some of the content created by the branding team. The introduction of Vocational education and its organization is frequently the focus of social media-managed content. Suharno stated that the initial approach was to raise public knowledge of campus activities. According to Alshehri (2019), awareness is the state of a person's existence that allows them to realize anything, either about themselves or the world around them. A person's degree of awareness can be raised by knowing more about happenings worldwide or in their surroundings (Effendi et al., 2020). Awareness is essential to the audience in deciding whether to continue using or looking for the brand (Praveena & Thomas, 2014; Shen, 2015); in this context is the Faculty of Vocational Universitas Airlangga.

The Vocational Faculty completely supports the social media team in terms of social media management. In terms of technology, the Vocational Faculty provides instruments for content creation. Companies that are distinguished by steady and synthetic technology breakthroughs enable scalable adoption (Baker, 2011). The first and most important item is the foundation of the Faculty of Vocational Studies' Social Media team's tools and the growth of members' skills. Technological advancements require firms to make quick adoption decisions to preserve and improve their competitive position. Adopting a new system will almost certainly need organizational changes. As a result, the Vocational Faculty must prepare the human resource side to be controlled.



Adopting social media necessitates continual monitoring and informed and qualified staff employees (Tajudeen et al., 2018). Considering ability, the selection of human resources to complete the social media team is critical. Leaders must choose high-quality human resources to form social media teams. However, leadership is crucial because it may foster cohesiveness and collaboration. According to Maduku et al. (2016), there is a significant association between top management support and the desire to utilize social media. As stated by Suharno, "the leadership of the vocational faculty always accompanies the social media team, supports the needs, and also fulfills the expertise needs." This reason is also understandable, given that the social media "war" in the university realm has escalated. As a result, the role of leadership becomes critical in adjusting the university environment that uses social media in its branding.

Furthermore, as previously indicated, the landscape of social media use in Indonesian colleges is developed, including the Vocational Faculty in managing social media for campus branding. "...even though it is an inter-university tournament, it is a charade," Suharno stated. The university's focus remains on the quality of education it provides." Social media profiles at Airlangga University's Vocational Faculty frequently engage with other parties and stakeholders on the content. Live Instagram collaboration with third parties, conducting video conversation shows with the industry, and putting up alumni as an image of future graduates of Airlangga University's Vocational Faculty.

## **Conclusion**

The Faculty of Vocational Studies at Airlangga University is not alone in managing social media. Maybe not the first in the realm of social media. However, the Airlangga University Vocational Faculty are (1) attempting to establish a robust social media team; and (2) producing more quality content. Leadership involvement in management develops connections and promotes greater team cohesiveness. The management of social media carried out by the Vocational Faculty of Airlangga University does need a lot of improvement and management. However, it can be believed that, in turn, good management will result in more follower engagement. Ngah et al. (2017) point out that dramatic changes in audience behavior and decision processes result from social media and internet technology. Indeed, there is still a long way to go to become an "influencer" in education. However, the baby step carried out by the vocational faculty needs to be applauded.

Several elements are also required for good content development. We can see from the TOE framework that the Vocational Faculty's preparedness is on the correct road. Technological preparedness, organizational skills, and environmental participation promote vocational faculties to compete with other campuses. In addition to a good attitude toward social media, the Faculty of Vocational Studies at Airlangga University must be mindful of other potential consequences. According to Effendi et al. (2020), businesses of all sizes must defend their organizations' and brands' reputations with the advent of social networking sites. The team's content development problem then becomes increasingly difficult. It must, however, be addressed favorably.

This study builds on Tornatzky and Fleischer's (1990) TOE framework in predicting behavioral intentions to utilize social media, particularly in the setting of higher education. Special techniques are required to engage internal employees and prospective students, develop a solid team and provide tailored material. Quality material concerning the function of Vocational Education must also be increased, as many businesses prefer trained graduates. As a result, the transmission of these perspectives must be enhanced. This dissemination is designed to comprehend the phenomena of vocational education's public image. The research context of the social media team in universities seems to need further discussion.

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