

Article

Social media, public opinion polls, and trust in government decisions: Evidence from Kazakhstan

Larissa Bozhko^{1*}, Tatyana Pechenkina², Gauhar Seitkhamzina³, Maxim Afanasyev¹¹ Higher School of Economics and Construction, Rudny Industrial University, Rudny 111500, Kazakhstan² School of Economics and Management, Ural Federal University, Yekaterinburg 620002, Russia³ Institute of Economics, Statistics and Information Technology, Almaty University of Humanities and Economics, Almaty50035, Kazakhstan* **Corresponding author:** Larissa Bozhko, bogko@rii.edu.kz

CITATION

Bozhko L, Pechenkina T, Seitkhamzina G, Afanasyev M. (2026). Social media, public opinion polls, and trust in government decisions: evidence from Kazakhstan. *Journal of Infrastructure Policy and Development*. 10(1): 026190028. <https://doi.org/10.24294/jipd026190028>

ARTICLE INFO

Received: 07 July 2025

Accepted: 09 May 2026

Available online: 26 May 2026

COPYRIGHT



Copyright © 2026 by author(s).

Journal of Infrastructure Policy and Development is published by EnPress Publisher, LLC. This work is licensed under the Creative Commons Attribution (CC BY) license.

<https://creativecommons.org/licenses/by/4.0/>

Abstract: This study examines the role of social media in shaping public trust in government decisions in Kazakhstan. The research aims to assess the level of public confidence in government decisions through a content analysis of public opinion poll results and social media messages. The study employs a sociological survey method combined with text analysis of poll data and online communications. The findings reveal specific patterns in the interpretation and presentation of public opinion polls on social media, including limitations related to methodological transparency and expert engagement. Based on the results, a set of practical recommendations is proposed to enhance the effectiveness of public administration through improved communication strategies, increased transparency, and greater consideration of citizens' opinions. The study contributes to the development of participatory governance and digital public communication.

Keywords: public trust; social media; public opinion polls; digital governance; Kazakhstan

1. Introduction

Tokayev noted that the common task of the whole country is to implement the concept of a “Listening State” that will provide a prompt and effective response to citizens' requests.

The directions of constitutional reforms currently underway in the Republic of Kazakhstan include increasing the participation of the population in the governance of the country. The complex of amendments suggests that “akims of regions, cities of republican significance and the capital are appointed by the President on an alternative basis (at least 2 candidates) with the consent of deputies of the maslikhats of the region (city), and there is also the possibility of revoking the mandate for deputies of the Mazhilis elected in a single-mandate territorial constituency.”

In the context of COVID-19, many previously made decisions at the institutional level proved to be untenable. The previously established communications between government institutions, businesses, and the public have shown poor effectiveness; the concept of a “Hearing State” has not been fully implemented. In addition, it is possible to state a low level of information and communication infrastructure; insufficient ability of the state to model, integrate and open access to intelligent digital resources.

In the context of the economic crisis, as well as socio-economic, man-made and biological threats and risks, it is necessary to reconsider the existing paradigm, abandon fragmentation in digitalization, and transform existing approaches and concepts. The public administration system should be transformed into a single

integrated digital ecosystem that meets the constantly changing needs of the population, business, government and environmental conditions.

Nowadays, social networks are becoming an increasingly important tool in the system of public administration. Their use allows public authorities to interact more effectively with citizens, understanding their needs and opinions. Monitoring and content analysis of messages related to public opinion polls play a key role in this process, allowing to identify the main trends and problems faced by society.

Traditional communication channels, such as television and print media, can no longer provide the same rapid and direct communication with the population. Social media allows you to quickly respond to citizens' requests and provides a platform for feedback, which contributes to improving transparency and trust in government.

However, the use of social media requires not only the ability of authorities to adapt to new conditions, but also the willingness to overcome challenges, such as the spread of misinformation, the need to protect personal data and the development of effective communication strategies. Effective management of these aspects will contribute to more successful interaction between the state and society, creating a space for constructive dialogue.

The development of digital technologies and the active use of social networks have changed the usual forms of interaction between the authorities and society. Social media provide not only a platform for informing the population, but also an opportunity to conduct a dialogue, which allows to increase the level of citizens' involvement in the processes taking place in the country.

The interaction of government employees with the audience in the format of posts and comments makes the information more accessible and understandable to the general public. This also contributes to a quick response to citizens' requests and opinions, which is important in an environment where information is disseminated instantly.

Social networks are becoming a convenient tool for the implementation of public policy, including through public opinion polls. News reports based on these results are easily perceived by society and are considered more relevant because they meet the criteria of news values. The topics they touch on are often conflict-forming, which additionally attracts the attention of the audience. This format of presenting information allows the authorities not only to inform the population, but also to actively shape public opinion, creating more open and trusting communication.

Thus, the successful use of social media in the work of government authorities can significantly increase the trust of citizens, as well as improve their awareness of current events and government actions.

Taking into account the above, the purpose of the conducted research is to determine the level of public confidence in implemented management decisions based on a text analysis of the results of an organized public opinion poll and messages on social networks. To achieve this goal, it was necessary to solve the following research tasks:

1. To develop a coding sheet for content analysis of publications on social networks, focused on identifying and systematizing information about the results of public opinion polls. The encoding sheet should provide parameters that allow

classifying messages according to various criteria, such as tonality, target audiences, communication channels used, and other relevant aspects.

2. To conduct a comparative analysis of the official pages of public authorities in popular social networks in order to determine the frequency and content of publications containing the results of public opinion polls. Particular attention should be paid to identifying patterns in the use of social media to broadcast sociological data and their impact on public opinion.

3. Identify and classify the main strategies for interpreting the results of public opinion polls used in social networks. It is necessary to analyze how government agencies and other actors present survey data, what rhetorical techniques and argumentation strategies are used to increase their perceived credibility and persuasiveness.

4. Develop a set of tools and recommendations aimed at increasing public confidence in government decisions based on the results of public opinion polls. As part of this stage, it is necessary to propose specific methods and approaches that contribute to improving the communication strategy of public authorities in social networks, as well as increasing transparency and accessibility of sociological data to a wide audience.

2.Literature review

A separate group of studies on this topic should include socio-economic studies of the subjective well-being of the population, including the measurement of two groups of indicators: quality of life and material conditions. The analysis of the correlation between objective economic indicators and the degree of life satisfaction is a relatively common area of socio-economic research on well-being and its determinants.

In modern sociological science, there are sharp discussions about the structure, methods of measuring the parameters of social well-being. In sociological interpretations of subjective well-being, satisfaction with the economic, psychological, legal, political, and environmental conditions of life is supplemented by a socio-role component (the subject's assessment of his interaction with other people). The main benchmark is the socio-economic research of Russian scientists of the Higher School of Economics, in particular, the works of Shabanova (2011), considering social life and economic activity in their interconnection and interdependence. In the works of scientists from far abroad, this direction is developed by Etzioni (2014), and his followers working at various universities in the United States (Colorado State University, University of Denver, University of Massachusetts-Boston, University of Vermont, etc.) and European countries (University of Macerata, Italy, Università Ca' Foscari Venezia, Italy, University of Cambridge, UK, etc.).

Subjective well-being, being the subject of deep scientific analysis, is characterized by a high degree of multidimensionality, which is manifested in the diversity of its definitions and methodological approaches. This complexity of the phenomenon is emphasized in the studies of such outstanding scientists as McGillivray (1991), Busseri & Erb (2024) and Sadava (1978). These researchers made a significant

contribution to the theoretical reflection and empirical study of subjective well-being, which allowed a deeper understanding of its multifaceted nature and structure.

In the context of a global pandemic, economic sanctions and other external factors limiting socio-economic activity, there is a transformation of individual consciousness, which leads to an accentuation of the significance of material claims (Ardashev, 2022; Skudenskov, 2022). Scientific research confirms that the material needs of citizens play a key role in shaping the subjective sense of well-being (Baev & Khaustov, 2023).

In the context of identity formation, designing happiness and taking into account social risks, worldview changes have a significant impact on individuals' awareness of their level of well-being (Zhuravleva, 2023; Polyushkevich, 2022; Dokholyan & Vershinina, 2024). These processes reflect the complex adaptive mechanisms of human consciousness to changing social and economic realities, which emphasizes the need for a comprehensive analysis of the factors that determine the subjective perception of well-being.

It is necessary to focus on the importance of scientific research carried out by the All-Russian Public Opinion Research Center (VCIOM, 2022). These studies focus on analyzing the level of citizens' trust in government initiatives. The VCIOM report for 2022 is a deep and comprehensive analysis of key aspects of the population's perception of the effectiveness and legitimacy of the actions of state bodies. This analysis provides an objective view of the degree of support and recognition of public policy on the part of the population.

In scientific publications prepared by a team of scientists of the Institute of Eurasian Integration, such as Sadieva S.S., Shatalov N.S. and Selteev U.K. (2021), a detailed analysis of the mechanisms and tools that underlie the functioning of the concept of the "Hearing State" is carried out. These studies focus on the need for in-depth understanding and detailed concretization of this basic approach, which allows it to be more effectively applied in practice in the context of modern political and social realities.

The second group of studies is devoted to the study of the role of digitalization in building effective communications between the institutions of state power and the population. Modern trends and social transformations in Kazakhstan present new challenges for the public administration system. In the scientific literature, it is increasingly recognized that the introduction of digital technologies contributes to optimizing the functioning of the public sector and improving the quality of services provided to citizens (Engel et al., 2018). Modern digital transformations have a profound impact on society, causing a radical reassessment of cultural norms of behavior and communication patterns. These changes affect fundamental aspects of cognitive processes, including perception, thinking and educational methods, which leads to a transformation of worldviews and behavioral habits. These phenomena are not limited only to social aspects, but also directly affect the individual, modifying the processes of identification, socialization and personalization. As a result, there are significant changes in cognitive functions, which, in turn, forms new requests for the development and adaptation of existing theoretical and practical models.

Lindgren et al. (2019) show that new technologies have the potential both to achieve the democratic goals of digital government and to limit and control citizens.

The negative consequences of digitalization also include the growth of cybercrime, totalitarian supervision (Lock & Seele, 2016), which in turn requires the development of state programs for managing the benefits and risks of digitalization (Khalin & Chernova, 2018).

There are works where the authors analyze how the introduction of digital technologies leads to an increase in the role of the political component in the life of society. Several studies consider the possibilities of using smart technologies to achieve the country's development targets (Han et al., 2019; D'Auria et al., 2018; Angelidou, 2014; Meijer & Bolívar, 2016; Turgel et al., 2019). Praharaj et al. (2018) substantiate the need to support smart city projects to achieve innovative development goals. In recent years, the number of studies that note the institutional component as the main cause of socio-economic development has been increasing. The main task here is to choose a trajectory – a sequence of institutions that meets certain requirements and has a chance of success (Kamolov & Korneeva, 2018).

The works of domestic researchers present the results of studying the issues of innovative development of urban infrastructure. The analysis included an assessment of the effectiveness of the implementation of the regional investment, industrial, transport and environmental strategies, as well as measures of state support and stimulation of small and medium-sized businesses (Koishybayeva, 2019).

Based on empirical research, it can be argued that modern society shows a high level of readiness to integrate Internet technologies into various areas of daily activities, as well as possesses the necessary digital skills for the effective use of digital tools.

Nevertheless, despite the significant scientific interest in this problem, there is a significant shortage of scientific works devoted to analyzing the level of citizens' trust in managerial decisions in the context of digitalization. This study aims to address existing gaps in this area and develop effective participatory management mechanisms integrated with digital technologies

3. Research questions

To achieve this goal and solve research tasks, key research questions were formulated aimed at a deep understanding of the specifics of the functioning of mechanisms for interpreting and disseminating information on social networks:

1. What are the characteristic features of the interpretation of sociological survey data in the context of their discussion on social networks, and how do these features affect the formation of public opinion?
2. What are the dominant trends and patterns observed in the coverage of the results of opinion polls in social networks, and what factors contribute to their formation?

4. Research hypotheses

In the process of analyzing public opinion polls on social networks, there are often significant deviations from methodological standards. In particular, there is a lack of transparency regarding the data sources, which significantly complicates the verification and objective assessment of the results. This practice undermines the

credibility of analytical materials and prevents their use as a reliable basis for decision-making.

In addition, expert opinions are rarely involved in social networks, which significantly limits the opportunities for deep qualitative analysis and critical assessment of the objects under study. This, in turn, negatively affects the quality of information exchange and the scientific validity of the data presented, which can lead to a distortion of public perception and the formation of inaccurate ideas about the issues under consideration.

Thus, the lack of methodological rigor and insufficient involvement of the expert community in the process of analyzing public opinion polls pose serious challenges to ensuring the reliability and relevance of information disseminated on social networks.

5. Methods

The authors of the article conducted a sociological study, the purpose of which was a textual analysis of the results of an organized survey of public opinion and messages in social networks in the Republic of Kazakhstan.

The study was conducted using content analysis of secondary sociological information (results of public opinion polls) from available official sources in social networks. Content analysis is a method of studying the content of texts to identify certain trends. It allowed to identify the key topics that were discussed in the reports, as well as to determine the frequency and prevalence of certain categories.

The sample size was about five organized and conducted public opinion polls for the period from 2022 to 2025, as well as about one hundred and fifty messages on social networks.

For further sampling of messages and subsequent analysis, three most popular and cited social networks were selected – Instagram, Facebook, Telegram, where the official pages of public authorities are located. These social networks were selected based on their importance in the media environment of audience coverage, as well as their influence on public opinion.

The criterion for selecting messages in social networks for analysis was the mandatory mention of keywords—“sociological survey”, “sociological research”, “sociological survey”, “survey”, “research”, “monitoring of public opinion”, “monitoring”, “public opinion”. Thus, all messages that in one way or another covered the results of public opinion polls for 2022-2025 were selected. Among them, the selection was also carried out – messages that are not related to the tasks and objectives of this study were excluded.

A coding sheet was developed for the content analysis, as shown in **Table 1**. Based on the research questions, objectives, and theoretical framework related to the representation of public opinion polls, the main coding points were identified.

Table 1. Encoding sheet.

Category	Code	Parameters
Message Type	1	News Message
	2	Analytical Message
	3	Interview
	4	Opinion
	5	Note
Study Reference	1	Available
	0	None
Methodological reference	0	None (there is no data on the survey)
	1	Incomplete certificate is present (less than 3 items from the following parameter)
	2	There is a complete certificate (the availability of such data as the full name of the research organization, the sample size and its geographical coverage, as well as the age of the respondents, showing the representativeness of the results, as well as the mention of a statistical error)
Mention of experts	0	The message does not mention experts
	1	The report mentions an expert
	2	The message mentions other representatives authorities and the expert community
Using data visualization	1	Data visualization is used (charts, diagrams, diagrams, dashboards)
	0	No data visualization used

The information base of the study

This study is based on an extensive information base accumulated from various digital platforms and resources. In particular, the data presented on the Unified Platform of Internet Resources of government agencies, the National Artificial Intelligence Platform, eOtinish, Smart Data Ukimet, the Qaztech Platform, Smart Bridge and other specialized online services were used. In addition, the analysis included materials published on the official pages of government agencies on social networks. The full list of links to these pages is provided in **Appendix A**.

Additionally, the results of public opinion polls conducted over the past five years were studied, which allowed us to obtain representative data on the social and political sentiments of the population. These data are presented in **Appendix B** and serve as important empirical material for this study. Public opinion polls conducted over the past five years have also been analyzed (see **Appendix B**).

6. Results and discussion

Currently in the Republic of Kazakhstan digital technologies are being intensively implemented; the focus is on developing artificial intelligence and transforming Kazakhstan into a fully digital country within three years.

Kazakhstan ranks 24th worldwide in e-government development and 10th in online services. The government is creating conditions for the free and productive work of AI and IT specialists. Digital infrastructure is expanding, educational centers are opening, and programs in artificial intelligence operate in twenty universities.

Approximately half a million citizens are being trained in the basics of artificial intelligence through the AI Qyzmet, AI Sana, Tomorrow School, and QazCoders programs.

The opening of Alem.ai holds special significance as a key link in the digital infrastructure that will serve as a platform for research, implementation of advanced solutions, and acceleration of startups. Astana Hub plays an important role in the development of creative industries; through its accelerator, embodied as a Venture Investment Fund, startups can seek substantial financing and access global markets. A strategy is being implemented aimed at increasing the export of IT services to US\$1 billion by the end of the current year. Leading global technology companies—the “unicorns” Playrix, Mytona, NetCracker, and others—have already entered the Kazakh market, indicating a high level of trust from international business and investors.

An integrated approach to solving the task involves expanding the concepts already developed earlier. The implementation of the relationship between digitalization and the use of a participatory management style at the state level is aimed at the successful implementation of the “Listening State” concept; improving the quality of digital services provided; and involving citizens in management processes.

As a result of the analysis, it can be concluded that measures to implement the Smart City concept in the Republic of Kazakhstan are reflected in the development programs of only cities of national importance, which are points of economic growth and migration attraction. They already account for more than 70% of the turnover in such areas as professional services, programming, creative industries, and R&D.

In the development programs of regional centers, the main areas of digitalization are ensuring public safety, developing video surveillance systems, improving lighting in residential areas, and developing the social sphere and housing and communal services. In these cities, there is a low level of localization of policy, there are practically no mechanisms for implementing the Smart City concept, and there is no specification of priority goals.

An analysis of the program documents showed that there are no strategic plans for smart cities, and initiatives have not been prioritized according to the criteria of “quick wins” and maximum impact. As an exception, we can mention the Shymkent City Development Strategy until 2050, which outlines pilot projects aimed at creating a “back-end” infrastructure, video cameras, sensors, sensors and information systems, as well as infrastructure for data storage, processing and analytics, situation centers and “front-end” infrastructure.

Another task is to reduce the gap between the priorities declared at the national level and actual actions at the regional level. In order to introduce digital technologies, much attention is being paid to the development of financing mechanisms for the implementation of the smart cities concept; co-financing mechanisms are being developed by businesses or foreign institutions; Smart cluster technologies are being developed, ensuring cooperation between regional enterprises and technology vendors, local businesses, universities and scientific institutes.. The general prerequisites for the implementation of Smart cluster at the level of individual companies is the understanding by the management of enterprises of the need for accelerated digitalization of all business processes in order to increase production efficiency.

Digitalization acts as the most promising and practically feasible method of integrating participatory technologies into management processes at the state level, which contributes to a significant increase in the efficiency of public management. This approach is based on the use of modern digital tools and platforms that ensure the active involvement of citizens and various stakeholders in decision-making and management of public resources.

As a result, a higher level of transparency, accountability and adaptability of public institutions is achieved, which is a key parameter for sustainable development and improving the quality of public administration.

The analysis of the data obtained on the basis of the content analysis coding sheet revealed certain patterns and trends in the interpretation of public opinion polls and messages on social networks. Instagram Facebookand Telegram The results of this analysis, shown in **Figure 1**, cover the main social platforms such as Instagram, Facebook and Telegram, and allow us to draw a number of significant conclusions.

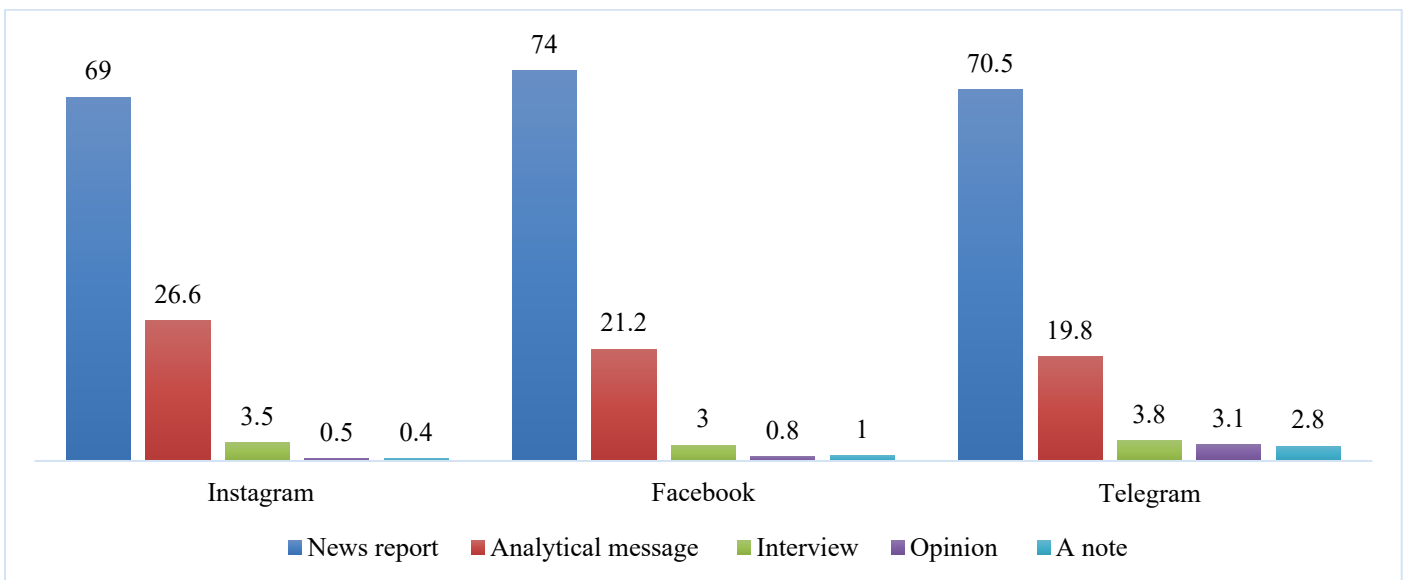


Figure 1. Type of social media posts

An important observation that should be emphasized is that most of the messages included in the analyzed pool mainly consist of news reports, characterized by their brevity, lack of in-depth analytical discussions of survey results and potential changes.

It should be noted that the prevailing majority of news reports may be due to the specifics of a particular social network, and the dominance of this type of message is not typical for each of the analyzed. For example, in Instagram and Facebook, there is a tendency to duplicate messages and an emphasis on providing factual data, which can level the depth of analytical content.

Social networks use the results of public opinion polls more often as a separate news story, without immersing themselves in deep analytics and without involving specialists to create material in the interview genre. Therefore, it is necessary to selectively select the results of public opinion polls for coverage, and use them as a material for analytics or as a material around which to build a discussion-interview.

Figure 2 shows an analysis of social media posts based on the availability of methodological information. Most of the analyzed messages in social networks recorded incomplete methodological information, or its complete absence. When users encounter incomplete or missing reporting, they are unable to assess how representative the results are and how the data was collected. This creates a risk of misinterpretation of information and reduces the level of confidence in the results presented.

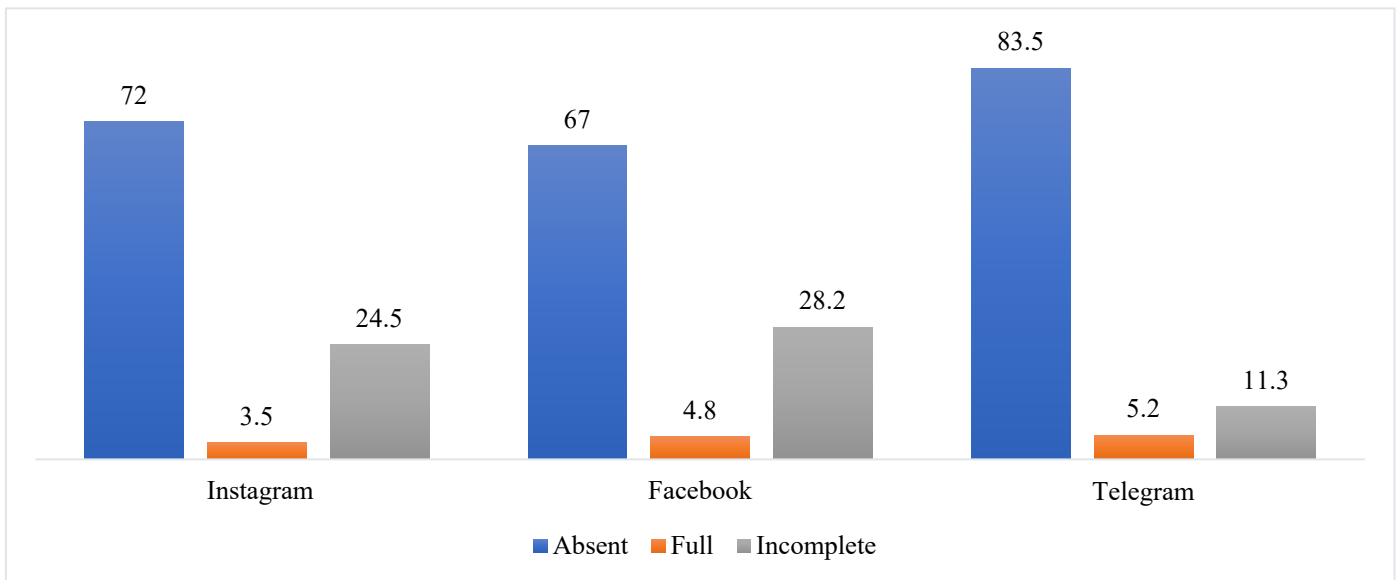


Figure 2. Availability of methodological information in the analyzed reports.

The annex to the communications of a clear and accessible methodological reference on sampling methods, survey tools and data collection procedures is important, both for research professionals and for the general public. This allows readers to form a more informed opinion and critically evaluate the results. Instead of superficial perception of information, the availability of methodological details contributes to deeper and more balanced analytics, which, in turn, can improve the quality of discussions and make more informed decisions based on this data.

Thus, the tendency towards incomplete mention of methodological information is noted both in general throughout the pool of analyzed messages and within each social network, respectively, it can be concluded that the peculiarity of the interpretation of public opinion polls associated with the mention of methodological information does not depend on the specific social network and its specifics.

The next trend is the complete absence of a hyperlink to the source of public opinion research. Only 28% of the analyzed reports do not mention methodological information in the text, but provide a link to the study itself. Such a refusal to include hyperlinks in news reports on public opinion polls reduces the possibility of readers' critical attitude to the study.

Figure 3 shows the results of the analysis on fixing the presence of mentions of experts in the messages. Most of the analyzed messages on social networks often do not quote persons associated with the organizations that conducted the survey and the expert community. The lack of expert quotes in the reports on the results of the surveys creates a gap in the interpretation of the data and does not allow them to be considered

completely reliable. Expert citations often play an important role in giving weight and context to the results obtained. However, it is important to understand that such citations can be distorted if they are taken out of context, which can lead to misperceptions of respondents' opinions and changes in public opinion.

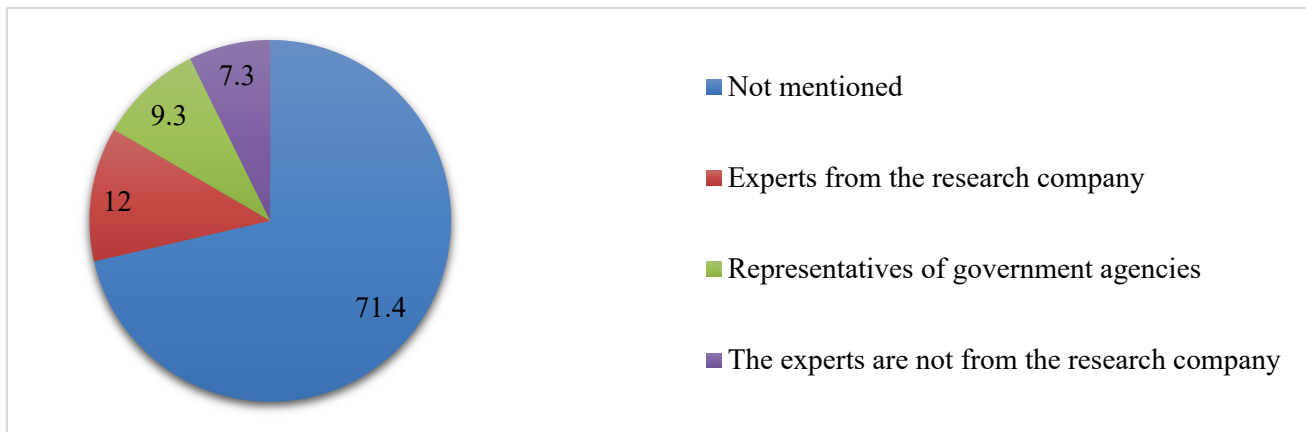


Figure 3. Mention of experts.

When citations are used without proper context, this can create a false impression of the study and its conclusions. Readers may encounter interpretations that do not reflect the fullness of the expert's opinion or the real reasons behind the respondents' answers. This emphasizes the need for careful and binding presentation of the context along with the citations in order to avoid manipulation and provide a more accurate understanding of the results. The dialogue around public opinion data should be based on a full and honest presentation of the facts, which will certainly increase the level of trust in them and make them more useful to the audience.

In addition to quoting employees of organizations conducting surveys, the analyzed reports note a noticeable frequency of quotes from representatives of government agencies. The analysis showed that comments by prominent political figures, as well as representatives of various ministries, were often mentioned in connection with broader public issues. These quotes often contained an evaluative commentary and offered explanations of the causes or effects of certain trends observed in public opinion.

It is important to note that the opinions of the expert community most often represented a similar point of view or complemented a single narrative and frame from different angles. This observation raises questions about the extent to which different points of view are really represented and whether there is a tendency to reinforce a particular point of view. The absence of opposing opinions of experts in these reports may limit the depth of analysis and the possibility of a critical assessment of the subject of research.

It can be concluded that focusing on the comments of certain individuals can be a deliberate way of interpreting survey results, allowing the data to be framed in a light favorable to the author or source. This can create certain associations or perceive information from a specific angle, which in turn affects the reader's perception.

This approach can be used to emphasize certain aspects of the survey result, from the selection of comments to the emphasis in their interpretation. This can lead readers

to perceive the data not as a reflection of the big picture, but as supporting a particular point of view or narrative. Therefore, it is important to pay attention to the context and diversity of opinions in order to ensure a more balanced and objective presentation of the survey results.

Traditionally, a characteristic feature of the presentation of the results of public opinion polls in the media and social networks is the use of data visualization. This method of presenting survey results is considered convenient for readers, as it facilitates understanding and can arouse great interest. It should be noted that according to the results of the analysis shown in **Figure 4**, most social media posts lack visualization of the interpretation of survey results. In the entire array of analyzed messages, only 16% used graphs representing the results graphically. This may be due to the fact that in many cases, the interpretation of surveys occurs by focusing only on the results alone, by presenting them in isolation, and, accordingly, visualization can interfere with constructing the necessary frame in consciousness.

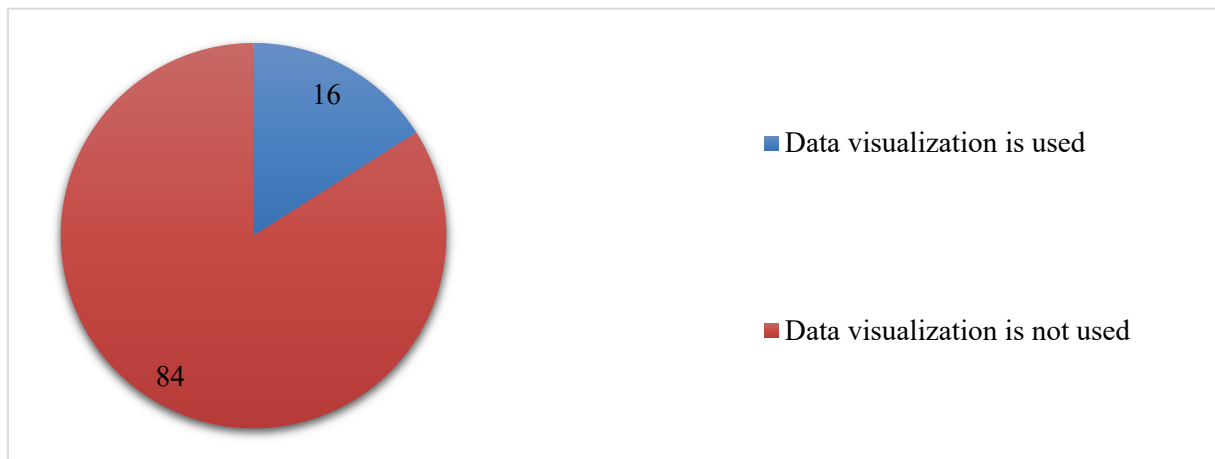


Figure 4. Using data visualization.

The main reasons for the limited use of data visualization when presenting the results of opinion polls in social media posts are:

- the complex nature of survey data and the problem of effectively translating them into visually attractive and accessible formats;
- interpreting survey results often requires statistical analysis and a nuanced understanding of the nuances, which is not easily suited to a concise and visually appealing presentation.
- time and resources required to design and create visualizations;
- formed stereotype about the level of statistical literacy of the audience or the belief that textual descriptions provide more detailed explanations of the survey results.

7. Conclusion

The conducted research demonstrates that social networks have acquired the status of a significant tool in the system of communication between civil society and government authorities, along with traditional channels of interaction. In the context of digitalization of public relations and the rapid development of information and

communication technologies, ignoring this channel seems impractical. It is important to develop and implement effective social media use strategies aimed at maintaining and strengthening public confidence in government institutions.

The analysis showed that social networks have significant potential for shaping public opinion, disseminating information, and establishing feedback between government and citizens. In this regard, there is an urgent need to conduct further research in this area in order to identify the best methods and tools for using social networks in the communication strategy of government agencies.

The study proved that social networks are on an equal footing with classical channels of interaction, and represent a new important tool for communication between society and the authorities. Ignoring social networks or their illiterate use can adversely affect the level of mutual trust of the population with representatives of the authorities.

The following should be highlighted as the main tools aimed at increasing the level of public confidence in the government decisions being implemented:

- (1) A selective approach to selecting the results of public opinion polls for coverage, and using them as material for analytics or as material around which to directly build a discussion-interview.
- (2) Visualization of the interpretation of the results of public opinion.
- (3) Quoting the expert community using a critical understanding of the survey results and presenting several polar points of view on the issues and problems covered.
- (4) Reference to research methodology and sources of borrowing the results of public opinion polls.
- (5) Information transparency of both the results of public opinion polls and the quotes of the expert community used, without “tearing” them out of the general context.
- (6) Monitoring of social networks in the information support of public administration will contribute to regular monitoring of public opinion, promptly identify current problems and crisis situations to increase the importance of authorities in solving social requests and establishing an open dialogue with the population.
- (7) Organize and conduct research aimed at identifying the use of polls that manipulate public opinion, and then comprehensively cover the results.

The proposed toolkit contributes to improving the quality of public administration in terms of openness, taking into account the opinions of citizens, and also strengthens the role of digitalization in building effective communications between public authorities and the public.

Special attention is paid to the role of digitalization in optimizing communications between government agencies and the public. The introduction of modern information technologies significantly reduces the time spent on data processing and analysis, as well as improves the quality of public services provided. This, in turn, increases the level of citizens’ trust in State institutions and strengthens their legitimacy.

Thus, the proposed toolkit represents a comprehensive approach to modernizing the public administration system based on the principles of transparency, inclusivity and digitalization. Its implementation contributes to improving the efficiency of public

administration and creates a more stable and adaptive management system capable of effectively responding to the challenges of modern society.

Author contributions: Conceptualization, LB; methodology, TP; validation, MA; formal analysis, TP; investigation, GS; resources, GS; data curation, MA; writing—original draft preparation, LB; writing—review and editing, MA; visualization, TP; supervision, GS; project administration, LB; funding acquisition, GS. All authors have read and agreed to the published version of the manuscript.

Funding: The article was prepared within the framework of a grant from the Committee of Science of the Ministry of Science and Higher Education of the Republic of Kazakhstan under the project AP19679796. “Study of factors of regional development taking into account interregional relations and state regulation”.

Conflict of interest: The authors declare no conflict of interest.

References

- Ardashev, R.G. (2022). Features of the development of urban consciousness in a pandemic society (in Russian). *Sociology*, 1, 79–86.
- Baev, P.A., & Khaustov, D.S. (2023). Material aspirations and financial idols of modern students (in Russian). In: *Science and higher education in the 21st century: A space of opportunities and vectors of development. Proceedings of the International Scientific and Practical Conference*, 352–355.
- Busseri, M.A., & Erb, E.M. (2024). The happy personality revisited: Re-examining associations between Big Five personality traits and subjective well-being using meta-analytic structural equation modeling. *Journal of Personality*, 92(4), 968–984. <https://doi.org/10.1111/jopy.12862>
- D’Auria, A., Tregua, M., & Vallejo-Martos, M.C. (2018). Modern conceptions of cities as smart and sustainable and their commonalities. *Sustainability*, 10(8), 2642.
- Dokholyan, S.V., & Verшинina, M.A. (2024). Human development index and social well-being: A modern approach to assessing quality of life (in Russian). *Regional Problems of Economic Transformation*, 11, 349–361.
- Dushakova, I.S. (2020). Why do people not trust surveys, or how public opinion poll results are framed in modern Russian media (in Russian). *Monitoring of Public Opinion: Economic and Social Changes*, 6, 30–52. <https://doi.org/10.14515/monitoring.2020.6.1683>
- Engel, J.S., Berbegal-Mirabent, J., & Piqué, J.M. (2018). The renaissance of the city as a cluster of innovation. *Cogent Business & Management*, 5(1), 1–20. <https://doi.org/10.1080/23311975.2018.1532777>
- Etzioni, A. (2014). *The new normal: Finding a balance between individual rights and the common good*. New Brunswick: Transaction Publishers. <https://doi.org/10.4324/9781315133447>
- Han, L., Roitero, K., Gadiraju, U., Sarasua, C., Checco, A., Maddalena, E., & Demartini, G. (2019). All those wasted hours: On task abandonment in crowdsourcing. *Proceedings of the 12th ACM International Conference on Web Search and Data Mining (WSDM 2019)*. <https://doi.org/10.1145/3289600.3291035>
- Kamolov, S.G., & Korneeva, A.M. (2018). Future technologies for smart cities. *Bulletin of Moscow Region State University. Series: Economics*, 2, 100–114. <https://doi.org/10.18384/2310-6646-2018-2-100-114>
- Khalin, V.G., & Chernova, G.V. (2018). Digitalization and its impact on the Russian economy and society: Advantages, challenges, threats and risks (in Russian). *Management Consulting*, 10, 46–63.
- Koishybaeva, M.O. (2019). Assessment of financing of digital economy projects in the Republic of Kazakhstan (in Russian). *Journal of Economic Research & Business Administration*, 4(130).
- Lindgren, T., Fors, V., Pink, S., & Bergquist, M. (2019). Experiencing the future car: Anticipatory UX as a social and digital phenomenon. *Scandinavian Journal of Information Systems*, 31(1).
- Lock, I., & Seele, P. (2016). The credibility of CSR reports in Europe: Evidence from a quantitative content analysis in 11 countries. *Journal of Cleaner Production*, 122, 186–200. <https://doi.org/10.1016/j.jclepro.2016.02.060>

- Lyakhovenko, O. (2022). Telegram channels in the system of expert and political communication in modern Russia (in Russian). *Galactica Media: Journal of Media Studies*, 4(1), 114–144. <https://doi.org/10.46539/gmd.v4i1.230>
- McGillivray, M. (1991). The human development index: Yet another redundant composite development indicator? *World Development*, 19(10), 1461–1468. [https://doi.org/10.1016/0305-750X\(91\)90088-Y](https://doi.org/10.1016/0305-750X(91)90088-Y)
- Meijer, A., & Bolívar, M.P.R. (2016). Governing the smart city: A review of the literature on smart urban governance. *International Review of Administrative Sciences*, 82(2), 392–408.
- Morozova, S.S. (2025). Digital dialogue: The role of social media and digital platforms in communication between the state and the citizen (in Russian). *Creative Economy*, 19(1), 9–30. <https://doi.org/10.18334/ce.19.1.122329>
- Polyushkevich, O.A. (2022). The social dimension of happiness (in Russian). *Sociology*, 2, 154–161.
- Praharaj, S., Han, J.H., & Hawken, S. (2018). Towards the right model of smart city governance in India. *Sustainable Development Studies*, 1.
- Prodanstov, K.S., & Shchekoturov, A.V. (2020). Surveys as a method of manipulating public opinion (in Russian). *Scientific Works of KubGTU*, 3, 376–384.
- Sadava, S.W. (1978). Teaching social psychology: A Canadian dilemma. *Canadian Psychological Review*, 19(2), 145–151. <https://doi.org/10.1037/h0081470>
- Shabanova, M.A. (2011). On the relationship between social and economic policy: A socio-economic perspective of analysis (in Russian). *Society and Economics*, 8–9, 76–94.
- Skudenskov, V.A. (2022). Threats to the transformation of socio-economic aspirations (in Russian). In: *Methodology for preventing threats in the 21st century*, 152–155.
- Starcev, A.A., & Grishanin, N.V. (2018). Social networks in the communication process between government and society (in Russian). *Kommunikologiya*, 6(5), 108–119. <https://doi.org/10.21453/2311-3065-2018-6-5-108-119>
- Turgel, I., Bozhko, L., Ulyanova, E., & Khabdullin, A. (2019). Implementation of smart city technology for environmental protection management of cities: The experience of Russia and Kazakhstan. *Environmental and Climate Technologies*, 23(2), 148–165.
- Zhuravleva, I.A. (2023). Identity of regional youth in the context of a multipolar world (in Russian). In: *Ethnopsychological and cross-cultural problems*, 20–25.

Appendix A. Links to the official pages of public authorities in social networks

MINISTRY	INSTAGRAM	FACEBOOK	Telegram
EGOV	https://www.instagram.com/egov.kz/		
Ministry of Foreign Affairs	https://www.instagram.com/mfa_kz/	https://www.facebook.com/KazakhstanMFA	https://t.me/pressmfakz
To the Ministry of Digital Development, Innovations and Aerospace Industry	https://www.instagram.com/digital_ministry_kz/	https://m.facebook.com/MDAI.KZ/	https://t.me/digitalministry_kz
Ministry of Education	https://www.instagram.com/kopd_mp_rk?igsh=NjRiZGlkMnF2dTA=	https://www.gov.kz/static/media/telegramm.0a1630aa.svg	https://t.me/oqu_agartu
Ministry of Science and Higher Education	https://www.instagram.com/gylym_jogarybilim?igsh=ODNjcTk4bWpteGp4	https://www.facebook.com/gylym.jogarybilim	https://t.me/gylym_jogarybilim
The Ministry of Health	https://www.instagram.com/healthcare.gov.kz/	https://www.facebook.com/MinzdravRK/	None
Ministry of Labor and Social Protection of the Population	https://www.instagram.com/enbekgovkz/	https://www.facebook.com/enbek.gov.kz/	https://t.me/enbekgovkz
Ministry of Ecology and Natural Resources	https://www.instagram.com/minecology_kz/?utm_medium=copy_link	https://web.facebook.com/EcologyofKazakhstan/	https://t.me/EcologyofQazaqstan
Ministry of Emergency Situations	https://www.instagram.com/112kz_?igsh=MW9kanFpNzlnMGQ5aw	https://www.facebook.com/qrtjm	https://t.me/qr_tjm
Ministry of Tourism and Sports	https://www.instagram.com/turizm_sport_ministrigi/?igsh=OGFobnp0YXdlMjBm#	https://www.facebook.com/turizm.sport?mibextid=LQQJ4d	https://t.me/Turizm_jane_sport_ministrigi
Ministry of Trade and Integration	https://www.instagram.com/saudagovkz/?igsh=ZHd3bWhwYzkyMmhu&utm_source=qr#	https://www.facebook.com/mtiqz	https://t.me/saudagovkz
Ministry of Justice	https://www.instagram.com/adiletgovkz/	None	https://www.facebook.com/adiletgov/
Ministry of Finance	https://www.instagram.com/qarjymin.kz/?utm_medium=copy_link	https://www.facebook.com/qarjy.ministrigi/	https://t.me/qarjyminchannel
Ministry of National Economy		https://t.me/presseconomy	https://t.me/presseconomy
Ministry of Industry and Construction of the Republic of Kazakhstan	https://www.instagram.com/minpromstroy.kz/?igshid=MzRIODBiNWFIZA%3D%3D	https://www.facebook.com/minpromstroy.kz	https://t.me/minpromstroykz
Ministry of Energy	https://www.instagram.com/ministry_of_energy/	https://www.facebook.com/mineenergork	https://t.me/Minenergokz
Ministry of Culture and Information	https://www.instagram.com/madeniet_aqparat_ministrigi/?igsh=MzRIODBiNWFIZA%3D%3D	https://www.facebook.com/madenietaqparat/?locale=ru_RU	https://t.me/madenietaqparat
Ministry of Transport	https://www.instagram.com/kolikpress/	https://www.facebook.com/kolikpress	https://t.me/kolikpress
Ministry of Agriculture	https://www.instagram.com/agro__press/?igsh=b2VubHpueIwajlr&utm_source=qr#	https://www.facebook.com/minagri.gov.kz/	https://t.me/Agropresskz

Ministry of Interior	https://www.instagram.com/qriim_mvdrk?igsh=dWs5cGpzbmFvY2Zl	https://www.facebook.com/qriim_mvdrk/	https://t.me/POLICE_of_KZ
Ministry of Defence	https://www.instagram.com/modgovkz/		https://t.me/modgovkz
Ministry of Irrigation and Water Resources	https://www.instagram.com/su_resurstari_ministrliqi/?igshid=OGQ5ZDc2ODk2ZA%3D%3D&utm_source=qr	https://www.facebook.com/people/	https://t.me/QR_Su_resurstari_ministrliqi
Akimat of Astana	@akimat_astana		
Akimat of Almaty	@akimat_almaty		
Akimat of Shymkent	@akimat_shymkent		
Akimat of Abaerai region	https://www.instagram.com/abai_oblysynyn_akimdigi/?igshid=YmMyMTA2M2Y%3D		
Central Communications Service under the President of the Republic of Kazakhstan	https://www.instagram.com/ortcom.kz/#	https://www.facebook.com/ortcomkz	https://t.me/ortcom_kz
Akimat of Aktobe region	@aktobe_akimat		
Akimat of Almaty region	@almobl_akimat		
Akimat of Atyrau region	@atyrau_akimat		
Akimat of East Kazakhstan region	@vko_akimat		
Akimat of Zhambyl region	@zhambyl_akimat		
Akimat of Zhetysay region	@zhetysu_akimat		
Akimat of West Kazakhstan region	@zko_akimat		
Akimat of Karaganda region	@karaganda_obl_akimat		
Akimat of Kostanay region	@kostanay_akimat		
Akimat of Kyzylord region	@kyzylorda_akimat		
Akimat of Mangystau region	@mangystau_akimat		
Akimat of Pavlodar region	@pavlodar_akimat		
Akimat of North Kazakhstan region	@sko_akimat		
Akimat of Turkestan region	@turkestan_akimat		
Akimat of Ulytau region	@ulytau_oblysy		

Appendix B. Research information base—public opinion polls

Survey name	Date of the survey	link
Results of public monitoring of the quality of public services in 2024	February 2025	https://www.gov.kz/memleket/entities/aqmola-zharkain/documents/details/792385?lang=ru
Results of the population survey – the level of support for government initiatives	March-April 2025	https://kisi.kz/ru/73-kazahstanchev-schitajut-cto-strana-razvivaetsya-v-pravilnom-napravlenii-sochopros/
Report on the socialist and analytical research on consumer issues	December 2023.	https://www.gov.kz/memleket/entities/mti-kzpp/documents/details/572771
Opinion poll on the level of public satisfaction with the result of the referendum	June 2022	https://ortcom.kz/ru/novosti/1654842154
Youth research in Kazakhstan	2019-2024	https://eljastary.kz/ru/about/
