

The Effectiveness Of Internal Communication In Improving Performance At The Bureau Of Human Resources, Organization, And Legal Affairs Of The Secretariat General Of The People's Consultative Assembly Of The Republic Of Indonesia

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Abstract: *This study analyzes the effectiveness of internal communication and its contribution to employee performance at the Bureau of Human Resources, Organization, and Legal Affairs (Biro SDMOH) of the Secretariat General of the People's Consultative Assembly of the Republic of Indonesia (Setjen MPR RI). Using Goldhaber's organizational communication framework, which comprises information accessibility, information adequacy, communication satisfaction, relationship quality, and feedback [1], the study applies a descriptive qualitative design. Data were collected through semi-structured interviews with six informants, direct observation, and analysis of official documents, then processed following the Miles and Huberman interactive model with source and technique triangulation. The findings show that internal communication in the Bureau follows a hybrid pattern that combines formal-bureaucratic channels with informal digital media, particularly WhatsApp groups, alongside the SRIKANDI electronic correspondence system and paper-based disposition sheets. Digital media accelerates daily coordination, but the process is not yet fully integrated, causing delays whenever leaders are away from the office. Four supporting factors and four inhibiting factors were identified, and the Bureau has undertaken several corrective measures, including optimizing coordination meetings, encouraging leadership openness, and cultivating a more participatory work culture. The study recommends full digitalization of the disposition workflow, standard operating procedures for inter-subdivision communication, and structured two-way feedback mechanisms.*

Keywords: *Internal Communication Effectiveness, Employee Performance, Hybrid Communication Pattern, Public Bureaucracy, Setjen MPR RI*

Abstrak: Penelitian ini menganalisis efektivitas komunikasi internal dan kontribusinya terhadap kinerja pegawai di Biro Sumber Daya Manusia, Organisasi, dan Hukum (Biro SDMOH) Sekretariat Jenderal Majelis Permusyawaratan Rakyat Republik Indonesia (Setjen MPR RI). Dengan menggunakan kerangka komunikasi organisasi Goldhaber—yang mencakup aksesibilitas informasi, kecukupan informasi, kepuasan komunikasi, kualitas hubungan, dan umpan balik [1]—penelitian ini menerapkan desain kualitatif deskriptif. Data dikumpulkan melalui wawancara semi-terstruktur dengan enam informan, observasi langsung, dan analisis dokumen resmi, kemudian diolah menggunakan model interaktif Miles dan Huberman serta triangulasi sumber dan teknik. Hasil penelitian menunjukkan bahwa komunikasi internal di Biro tersebut mengikuti pola hibrida yang memadukan saluran formal-birokratis dengan media digital informal (khususnya grup WhatsApp), serta sistem persuratan elektronik SRIKANDI dan lembar disposisi berbasis kertas. Media digital mempercepat koordinasi harian, namun prosesnya belum terintegrasi sepenuhnya, sehingga menyebabkan keterlambatan saat pimpinan tidak berada di kantor. Empat faktor pendukung dan empat faktor penghambat telah diidentifikasi, dan Biro telah melakukan beberapa langkah perbaikan, termasuk optimalisasi rapat koordinasi, mendorong keterbukaan pimpinan, serta membangun budaya kerja yang lebih partisipatif. Penelitian ini merekomendasikan digitalisasi penuh alur kerja disposisi, penyusunan prosedur operasi standar (SOP) untuk komunikasi antar-subbagian, serta mekanisme umpan balik dua arah yang terstruktur.

Kata kunci: Efektivitas Komunikasi Internal, Kinerja Pegawai, Pola Komunikasi Hibrida, Birokrasi Publik, Sekretariat Jenderal MPR RI

Introduction

The effectiveness of governance is largely determined by an institution's capacity to manage its resources and to build a working system that is efficient, integrated, and accountable. Within modern bureaucracies, internal communication is one of the key elements underlying successful coordination, decision-making, and task implementation. Without effective communication, bureaucratic processes face significant obstacles, whether in transmitting

information, executing policy, or coordinating across units. Strengthening internal communication is therefore not merely an administrative necessity but an integral part of ongoing bureaucratic reform.

The People's Consultative Assembly of the Republic of Indonesia (MPR RI), as one of the country's highest state institutions, carries a strategic constitutional mandate. To support the execution of its institutional duties, the Secretariat General of MPR RI (Setjen MPR RI) functions as the technical and administrative unit that ensures every process conforms to the principles of good governance. In carrying out its functions, Setjen MPR RI comprises several bureaus and working units that support one another, including the Bureau of Human Resources, Organization, and Legal Affairs (Biro SDMOH), which is responsible for personnel management, apparatus competency development, organizational development, and internal regulatory arrangements.

In day-to-day practice, however, several problems point to internal communication that has not yet reached its full potential, particularly within Biro SDMOH. These include delays in conveying important information to staff, a low frequency of coordination meetings, and the absence of an effective two-way communication mechanism between leaders and implementing staff. Such conditions have on occasion led to misunderstandings in task execution, overlapping work, and a decline in productivity.

Within Biro SDMOH, as the unit that manages the needs of civil servants and the personnel system, these challenges are keenly felt. Personnel administration, competency development of civil servants (ASN), and position structuring are frequently constrained by miscommunication or overlapping information. Delays in correspondence, minimal coordination meetings, and a rigid formal communication system are among the factors hindering alignment of work across subdivisions. Field observation further indicates that not all employees share an equal understanding of their respective tasks and roles, owing to the absence of effective two-way communication channels; employees report insufficient information from supervisors regarding policy or procedural changes, while supervisors, in turn, note a lack of initiative among staff in providing feedback or reporting obstacles.

At the same time, improving employee performance has become a central focus of bureaucratic reform and the strengthening of ASN professionalism. Performance evaluation at Setjen MPR RI is measured not only through employees' work output but also through indicators such as the Satisfaction Index for internal services and the achievement of the Bureaucratic Reform Index. Official performance reports show a persisting gap between service targets and their field implementation, a gap partly attributable to suboptimal internal communication. The institution's annual performance value illustrates this dynamic: in 2021 Setjen MPR RI achieved a score in the range of 72.06–72.53 (category BB, "very good"); in 2022 the Bureaucratic Reform Index reached 77.49, or about 103% of target; in 2023 the score declined to 66.78–69.11 (category B, "good," below the national average of approximately 76.8%); and in 2024 it recovered somewhat to 68.32,

still within category B. Notably, the 2024 Government Institution Performance Report (LKIP) recorded an overall target achievement of 98.38%, with several units exceeding 100%, including the Deputy for Administration (129.94%) and Biro SDMOH itself (104.35%). This fluctuation underscores that, while institutional commitment to structural and functional improvement remains strong—particularly in coordination, oversight, and internal communication—performance gains have not yet been fully consistent from year to year.

Ineffective internal communication in a government institution can significantly affect overall organizational performance. Disruptions in coordination between divisions or units are often the primary trigger for obstacles in crucial processes, from decision-making to field-level policy implementation. When information is not conveyed accurately, promptly, and comprehensively, decision-making slows and may even become erroneous, particularly in situations demanding a rapid response. Inadequate or incomplete information can also produce administrative errors with negative consequences for institutional accountability. Because Setjen MPR RI operates within the highest legislative institution of Indonesia, the presence of a robust and transparent internal communication and oversight system is essential to detect and address potential irregularities swiftly.

Beyond its administrative implications, poorly structured communication can generate misunderstandings among employees, which in turn can spark internal conflict, dampen morale, and create resistance within teams—ultimately undermining harmony and impeding the achievement of organizational targets. In a bureaucratic institution with a complex hierarchical structure, unclear communication channels can lead to overlapping tasks, neglected functions, and inconsistency in policy implementation, thereby reducing operational effectiveness. Ineffective internal communication may also damage institutional reputation: when administrative errors or coordination failures attract media attention, they reinforce negative public perceptions of state institutions' performance.

Given these theoretical and empirical considerations, together with the institution's own fluctuating performance data, this study was designed to examine, in depth, how internal communication effectiveness contributes to improved employee performance, focusing specifically on Biro SDMOH of Setjen MPR RI. The study addresses three research questions: (1) How effective is internal communication at Biro SDMOH? (2) What supporting and inhibiting factors are present in the Bureau's internal communication process? (3) What efforts have been undertaken to improve internal communication at Biro SDMOH? Correspondingly, the study aims to analyze the level of internal communication effectiveness, to identify the supporting and inhibiting factors, and to formulate the efforts made to strengthen internal communication and support the Bureau's administrative and operational objectives.

Theoretically, the study contributes to the development of knowledge in organizational communication and human resource management within government institutions, offering an

empirical basis for future research in similar contexts and enriching the literature on effective internal communication strategies as a determinant of public-sector organizational performance. Practically, the findings are intended to provide recommendations that Biro SDMOH and Setjen MPR RI can apply directly to improve internal communication, strengthen inter-unit coordination, and enhance employee performance, while also serving as a basis for developing internal communication training programs for Bureau personnel.

Method

Research Design

This study employed a qualitative research design using a descriptive method and an inductive approach. A qualitative approach was selected because the intended findings were not derived through statistical procedures but through data collected via observation, interviews, and documents. This is consistent with the understanding that qualitative research seeks to explore and understand meaning through individuals or groups relevant to the subject of inquiry, involving procedures such as posing appropriate questions, collecting specific data from informants, and analyzing that data inductively—from specific to general themes—in order to interpret meaning. Descriptive research, in turn, aims to portray systematically and accurately the facts or characteristics of a particular phenomenon, population, or field, with the researcher acting as an observer who categorizes behavior, observes phenomena, and records them in field notes. Combining these principles, the study was designed to obtain in-depth and comprehensive data and information regarding internal communication effectiveness at Biro SDMOH of Setjen MPR RI, which was then described and analyzed against the relevant theoretical framework.

Conceptual Framework

Drawing on Goldhaber's five dimensions (Maiwada & Oshionebo, 2024), this study operationalized the concept of communication effectiveness into a set of indicators for each dimension: information accessibility was assessed through the ease of employee access to information, the availability of internal communication media (email, correspondence, intranet, meetings), and the absence of barriers to obtaining necessary work information; information adequacy was assessed through the alignment of received information with work needs, the absence of missing important information, and the absence of a sense of information deficiency; communication satisfaction was assessed through employee satisfaction with communication from superiors, smoothness of inter-employee communication, and comfort in expressing opinions or receiving information; relationship quality was assessed through mutual trust among employees, superiors' openness to subordinate input, and communication conducted in a mutually respectful atmosphere; and feedback was assessed through employees receiving responses to reported performance or work, the constructive nature of feedback from superiors, and the presence of

mechanisms for clarification or discussion of received messages.

Data Collection Techniques

Data were collected through three complementary techniques. Observation, involving direct engagement with everyday activities at the research site, was used to record naturally occurring behavior and communication patterns. Interviews were conducted using a semi-structured approach, which offers more flexibility than fully structured interviews while allowing issues to surface more openly, with informants invited to share their opinions and ideas. Documentation involved the collection of written records—such as official reports, correspondence guidelines, and performance documents—as well as non-written materials such as photographs, used to substantiate and corroborate findings from interviews and observation.

Data Sources and Informants

Both primary data (obtained directly from informants through interviews and observation) and secondary data (official documents and institutional reports) were used. Informants were selected using purposive sampling, a non-random technique in which participants are deliberately chosen based on criteria relevant to the research objective, in order to obtain the richest and most in-depth data regarding the phenomenon under study. The informants comprised the Head of the Bureau of Human Resources, Organization, and Legal Affairs; the Head of the Human Resources Division; the Head of the Organization and Administration Division; the Head of the Legal Division; the Head of the Correspondence and Archives Division; and a staff member within the Bureau—six informants in total, selected for their position, involvement, and experience relevant to the Bureau's internal communication processes.

Research Instrument

Consistent with the principles of qualitative inquiry, the researcher served as the primary research instrument, directly engaging in fieldwork to conduct observation and interviews in order to obtain complete, in-depth, and comprehensive data, while remaining conscious of how the researcher's own background, purpose, and perspective might shape interpretation of the findings.

Data Analysis Technique

Data were analyzed following the interactive model developed by Miles and Huberman, comprising three concurrent streams of activity: data reduction, data display, and conclusion drawing/verification (Miles & Huberman, 1992). Data reduction involved selecting, focusing, simplifying, and transforming raw field data through summarizing, coding, identifying themes, and clustering, a process that continued throughout the research and into the final stages of report writing. Data display involved organizing information into structured formats—matrices, charts, and diagrams—that allow the analyst to discern patterns and determine whether conclusions are warranted or further analysis is required. Conclusion drawing involved an iterative process of verification, ranging from brief reconsideration during writing to more extensive cross-checking of field notes and peer discussion, ensuring that emergent meanings were tested for their

truthfulness, robustness, and fit with the broader dataset.

Data Validity Technique

Data validity was ensured through triangulation, understood as a form of qualitative cross-validation that assesses the sufficiency of data through convergence across multiple data sources and collection procedures. In this study, triangulation involved posing the same set of questions to different informants through semi-structured interviews and then comparing and confirming the resulting answers against the researcher's own observations and analysis of relevant documents, thereby producing more consistent, thorough, and reliable findings.

Research Location and Schedule

The study was conducted at Biro SDMOH, Setjen MPR RI, over a period of approximately six months, during which fieldwork, data collection, and data processing were carried out prior to the compilation of the final research report.

RESULT AND DISCUSSION

Overview of Biro SDMOH

Biro SDMOH is an Echelon II-level organizational unit under the coordination of the Deputy for Administration. In accordance with Regulation of the Secretary General of MPR RI No. 4 of 2020 on the Organization and Working Procedures of Setjen MPR RI, the Bureau is tasked with formulating policy and providing implementation support in the areas of human resources, organization, administrative procedure, law, and archives. The Bureau consists of four divisions—Human Resources; Organization and Administrative Procedure; Legal Affairs; and Correspondence and Archives—each supported by several subdivisions responsible for specific technical functions ranging from staffing administration and career development to business process design, standard operating procedures, legal drafting, and correspondence management. This structural complexity, spanning personnel administration, organizational development, and legal affairs, means that the Bureau's tasks require a clear, rapid, and easily understood flow of information so that every employee can work in a coordinated manner consistent with organizational objectives.



Figure 1 Organizational Formal and Informal Communication Channels Flow in the SDMOH Bureau

Internal Communication Effectiveness Across the Five Dimensions

Findings indicate that Biro SDMOH has developed a hybrid communication pattern combining formal-bureaucratic channels—paper-based disposition sheets and official correspondence procedures—with informal digital media, principally WhatsApp groups, supplemented by the SRIKANDI electronic document system and cloud-based file storage. Informants reported that work-related information is generally easy to obtain because of the internal group and direct communication with superiors and colleagues, although sudden changes in information occasionally require employees to readjust their work. A structured observation exercise identified four recurring accessibility problems and their approximate monthly frequency: delayed data when leaders are on official travel outside the office (2–3 occurrences per month, causing employees to miss important meeting agendas or respond late to dispositions); sudden changes in instructions (3–4 occurrences per month, requiring rework of administrative or legal tasks); fragmented (buried) information (occurring weekly, as employees struggle to locate older documents within WhatsApp chat history); and gaps in tiered communication (1–2 occurrences per month, producing differing perceptions of instructions between superiors and staff). This pattern indicates that the most frequent and pressing accessibility problem is not the absence of communication media but the governance and fragmentation of the information distributed through

them: because data, documents, and instructions are frequently transmitted through instant messaging without systematic archiving, information is quickly buried beneath ongoing daily conversation, making retrieval difficult. Meanwhile, continued reliance on physical paper-based disposition sheets creates a structural gap between formal and informal communication channels, particularly when leaders are traveling for official duties, contributing to distorted top-down information flow and diverging interpretations of instructions between structural officials and implementing staff. Assessed against Goldhaber's framework (Maiwada & Oshionebo, 2024), information accessibility at Biro SDMOH can be characterized as reasonably effective—supported by multiple communication channels—but not yet fully optimal, requiring improvement in information consistency, equitable distribution, and the development of an integrated information management system.

The Bureau has generally succeeded in providing employees with information adequate to support daily task execution, whether concerning leadership directives, task implementation, or inter-unit coordination, aided by official email, internal communication groups, electronic administrative systems, and regular coordination meetings. Employees are able to clarify information that is unclear or incomplete because the working environment maintains a relatively open communication pattern, and mechanisms for re-checking and verifying information were also observed. Nevertheless, delays in information delivery and sudden changes to work directives still occur in certain conditions, requiring some employees to seek confirmation or additional information independently. This suggests that although information adequacy is generally sound, the equitable distribution and consistency of information delivery still require strengthening so that every employee receives complete, clear, and timely information supporting task effectiveness—particularly for work requiring rapid coordination and shared understanding across units.

Table 1. Identification of Problems with Information Accessibility Observed Results

No	Parameters of Information Access Constraints	Operational Impact on Employees	Estimasi Frekuensi Bulanan
1	Delay in data access during field assignments	Employees miss important meeting agendas or respond late to official directives (disposisi)	2–3 occurrences
2	Sudden changes in directives	Employees must redo (rework) administrative/legal tasks	3–4 occurrences
3	Fragmented (buried) information	Employees struggle to find old documents within WhatsApp group chat history	Frequent (Weekly)
4	Gaps in tiered communication	Discrepancies in interpretation arise between supervisors and implementing staff	1–2 occurrences

Source: Processed author (2026)

Communication between leaders and employees was found to be generally open, inter-employee communication runs smoothly, and employees reported reasonable comfort in expressing opinions and ideas in discussion forums. This openness is reflected in active interaction between leaders and staff during task implementation, the conveying of directives, and the discussion of daily work challenges, contributing to a conducive, participatory, and collaborative work environment. However, the Bureau still needs to strengthen its feedback and communication evaluation mechanisms so that these become more structured and sustained, particularly to give employees clearer information regarding work outcomes, corrective direction, and performance assessment—improvements that would be expected to further raise communication satisfaction and, in turn, coordination and organizational performance.

Inter-employee relationships are characterized by cooperation, mutual assistance, and open communication in daily task execution, and leaders demonstrated openness toward employee input and ideas, allowing organizational communication to proceed in a more participatory and mutually respectful manner. This relational foundation of trust and openness supports more harmonious working interactions and greater flexibility in coordination and information exchange. At the same time, some employees remain hesitant to express opinions in certain situations, and differing perceptions occasionally affect the smoothness of inter-employee communication, particularly under heightened workload pressure—indicating that although relationship quality is generally sound, the courage to communicate and the alignment of shared understanding still require reinforcement to avoid undermining coordination effectiveness.

Feedback within the Bureau remains dominated by a corrective-manual pattern—handwritten notes and markups on draft documents—rather than a structured, routinely scheduled evaluative discussion between leaders and staff. While this method effectively signals technical points requiring revision, particularly in legal drafting, it is time-consuming because documents must be reprinted repeatedly, and revision guidance is often not discussed face-to-face in a genuinely two-way manner. The absence of a standardized feedback and clarification mechanism means that employees can still obtain clarification directly from superiors or colleagues, but consistency in information delivery and understanding is not fully maintained, indicating that the organization's communication system requires further strengthening in the areas of communication evaluation and the reinforcement of work-related information.

Supporting and Inhibiting Factors

Four supporting factors for internal communication effectiveness were identified. First, the availability of adequate internal communication media, particularly WhatsApp, official email, the SRIKANDI correspondence system, and cloud storage, which help accelerate information flow and work coordination; employees reported that access to information concerning both task execution and personnel matters is generally adequate. Second, an open and communicative work atmosphere, reinforced by physical proximity between units and an open-plan office layout that

facilitates direct coordination without cumbersome procedures, allowing employees to discuss matters informally and rapidly with colleagues or superiors. Third, leadership openness to employee input, whereby employees reported feeling able to express opinions and ideas to leaders without fear of negative repercussions, provided such input is conveyed respectfully, with every contribution—accepted or not—receiving a considered response. Fourth, reasonably strong coordination and cooperation among employees, whereby colleagues assist and share information with one another to complete work on time, reflecting interpersonal relationships built on collaboration rather than purely individual task completion.

Four inhibiting factors were correspondingly identified. First, persistent delays in information delivery, which occur particularly when inter-unit coordination is not yet optimal or when sudden changes in directives arise, requiring employees to readjust ongoing work and, at times, redo tasks nearly completed under earlier instructions. Second, inter-divisional coordination that is not yet fully optimal, particularly regarding information requiring rapid follow-up, occasionally producing differing understandings of instructions among units that must then be clarified through additional coordination, thereby lengthening task completion time. Third, the absence of a standardized feedback and clarification mechanism, with follow-up communication after information delivery still dependent on individual initiative rather than institutionalized procedure, risking inconsistent understanding of directives and information. Fourth, residual hesitancy among some employees to express opinions, even though leadership is generally open to input; psychological and cultural factors linked to hierarchical work norms mean that some employees remain reluctant to voice ideas directly, particularly in formal settings, which was also observed during meetings where certain staff tended toward passivity, responding only when directly prompted by leadership or a meeting moderator.

Efforts to Strengthen Internal Communication

In response to these challenges, Biro SDMOH has undertaken three principal efforts. The first is the optimization of coordination meetings and internal discussion forums, which serve not merely as one-way information channels but as spaces for two-way dialogue: employees reported feeling reasonably satisfied with the communication process because it includes room for discussion and feedback, and that new work directives are typically re-explained during coordination meetings so that employees may ask questions about anything unclear, thereby reducing potential misunderstanding. The second is increasing leadership openness to employee input, reflecting Goldhaber's proposition that relationship quality is shaped by open two-way communication between superiors and subordinates (Maiwada & Oshionebo, 2024); employees indicated that leadership is quite open to input, allowing staff to express opinions and ideas without fear of adverse consequences, provided this is conveyed respectfully, with every contribution receiving a response. The third is building a work culture characterized by openness and mutual respect, in which employees reported feeling free to express opinions and ideas because, once a space for

discussion is opened, no idea is regarded as inherently poor or brilliant—every opinion carries equal value—and relationships between superiors and subordinates were described as sufficiently open, allowing staff to voice opinions without fear of judgment and fostering a reasonable degree of mutual trust.

Discussion

Read together, these findings suggest that Biro SDMOH has succeeded in building a communication system that is relatively fast and flexible through its hybrid pattern, but one whose effectiveness is constrained less by the absence of communication tools than by the absence of governance over how those tools are used. The persistence of paper-based disposition procedures alongside a still only partially integrated electronic correspondence system creates a structural fault line that becomes most visible precisely when speed matters most—when leaders are traveling and time-sensitive decisions or invitations require prompt disposition. Similarly, while the Bureau's open-plan office and generally approachable leadership culture support the relational and satisfaction dimensions of Goldhaber's framework, the corrective-manual, ad hoc nature of feedback constrains the dimension that most directly shapes employees' understanding of performance expectations and development needs. These patterns are broadly consistent with prior research on communication effectiveness in public bureaucracies, which similarly finds that open, participatory communication cultures support performance (Riyadi & Chandra, 2022; Sabar, et al., 2023), while unclear feedback structures and coordination gaps constrain it (Doddy & Kandou, 2024; Ahmed, et al., 2025). The evidence therefore indicates that internal communication effectiveness at Biro SDMOH is best described as reasonably effective but not yet optimal—a conclusion that aligns with the Bureau's own fluctuating institutional performance trend over 2021–2024, in which strong scores have alternated with periods of decline plausibly linked to coordination and communication gaps at the working level.

Conclusion

This study concludes that internal communication at Biro SDMOH, Setjen MPR RI has generally functioned with reasonable effectiveness, supported by the use of digital media, coordination meetings, and an open work atmosphere. Nonetheless, its implementation continues to face tangible obstacles, principally delays in information delivery, incompletely optimized inter-divisional coordination, the absence of a standardized feedback mechanism, and residual hesitancy among some employees to voice their opinions directly. Across the five Goldhaber dimensions, information accessibility and adequacy are supported by a hybrid formal–digital communication pattern but undermined by information fragmentation and reliance on paper-based disposition; communication satisfaction and relationship quality benefit from an open, collegial work culture but are occasionally strained under workload pressure and hierarchical hesitancy; and feedback

remains the weakest dimension, dominated by informal, corrective-manual practices rather than structured evaluation.

Four supporting factors—adequate communication media, an open work atmosphere, leadership openness, and inter-employee cooperation—coexist with four inhibiting factors—information delays, incomplete inter-divisional coordination, the absence of standardized feedback mechanisms, and employee hesitancy in voicing opinions. In response, the Bureau has pursued efforts including optimizing coordination meetings, expanding leadership openness to input, and cultivating a more participatory work culture. Building on these findings, the study recommends five concrete measures: establishing clear time standards for information delivery, including a single official digital channel and deadlines for circulating meeting outcomes; scheduling regular cross-divisional briefings at the start of each week, supported by a shared task-monitoring application; creating structured digital feedback channels, including two-way evaluation forms and periodic anonymous aspiration links; establishing regular open discussion forums for staff, paired with recognition of employee input to build confidence in participation; and separating communication channels by the urgency of information, reserving instant messaging for daily operational matters and email for formal policy communication. Collectively, these measures are intended to strengthen internal communication effectiveness at Biro SDMOH and to support the sustainable improvement of organizational performance within Setjen MPR RI.

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