

Effectiveness of Internal Communication in Government
Bureaucracy: Analysis of Managerial Line Performance

Diah Fatma Sjoraida ^{1*}

^{1*} Magister Ilmu Komunikasi, Fakultas Ilmu Komunikasi, Universitas Padjadjaran,
Kabupaten Sumedang, Provinsi Jawa Barat, Indonesia.

Corresponding Email : diah.fatma@unpad.ac.id ^{1*}

Abstrak. Kinerja manajerial dari PNS di Kabupaten Sumedang sebenarnya baik, tetapi kadang masih ada ketidakjelasan pesan dari pihak lini manajerial kepada bawahan, sehingga kadang-kadang terjadi, yang berakibat ketidakefektifan komunikasi internal yang dilakukan. Tujuan penelitian ini untuk mengetahui dan menganalisis variabel kejelasan pesan dan frekuensi komunikasi berpengaruh terhadap kinerja lini manajerial melalui efektifitas komunikasi sebagai variabel intervening. Subjek dari penelitian ini adalah PNS yang ada di Kabupaten Sumedang Jawa Barat. Variabel yang ada pada penelitian ini adalah variabel independen, yaitu variabel kejelasan pesan dan frekuensi komunikasi, variabel dependen, yaitu variabel kinerja lini manajerial serta variabel intervening adalah variabel efektifitas komunikasi. Hasil analisa data menggunakan analisis SEM dengan menggunakan software SMART PLS 3.0. Teknik pengumpulan data dengan observasi dan pemberian kuesioner ke responden dan studi kepustakaan. Hasil penelitian tersebut maka simpulan yang ada, yaitu secara parsial kejelasan pesan dan frekuensi komunikasi berpengaruh terhadap kinerja lini manajerial dan efektifitas komunikasi PNS di Kabupaten Sumedang Jawa Barat, efektifitas komunikasi berpengaruh terhadap kinerja lini manajerial PNS di Kabupaten Sumedang Jawa Barat. Sedangkan secara simultan variabel kejelasan pesan dan frekuensi komunikasi berpengaruh terhadap kinerja lini manajerial PNS di Kabupaten Sumedang Jawa Barat melalui variabel efektifitas komunikasi sebagai variabel intervening.

Kata kunci: Efektifitas Komunikasi; Frekuensi Komunikasi; Kejelasan Pesan; Kinerja Lini Manajerial.

Abstract. The managerial performance of civil servants in Sumedang Regency is actually good, but sometimes there is still unclear messages from the managerial line to subordinates, so that sometimes it happens, which results in ineffective internal communication. The purpose of this research was to determine and analyze the variables of message clarity and communication frequency that affect the performance of the managerial line through communication effectiveness as an intervening variable. The subjects of this research were civil servants in Sumedang Regency, West Java. The variables in this research are independent variables, namely the variables of message clarity and communication frequency, dependent variables, namely the variable of managerial line performance and the intervening variable is the variable of communication effectiveness. The results of data analysis using SEM analysis using SMART PLS 3.0 software. Data collection techniques by observation and giving questionnaires to respondents and literature studies. The results of research then conclude that partially the variables of message clarity and communication frequency influence the performance of the managerial line and the effectiveness of civil servant communication in Sumedang Regency, West Java, the variable of communication effectiveness influences the performance of the managerial line of civil servants in Sumedang Regency, West Java. Simultaneously the variables of message clarity and communication frequency influence the performance of the managerial line of civil servants in Sumedang Regency, West Java through the variable of communication effectiveness as an intervening variable.

Keywords: Communication Effectiveness; Communication Frequency; Message Clarity; Managerial Line Performance.

Introduction

Communication plays a crucial role in transforming conceptualized programs into actionable outcomes within society. It requires precise language and clear messaging to foster public trust and ensure that the conveyed information meets the community's current needs (Nani, 2021). In organizations, particularly within government bodies, communication can be categorized into two forms: external communication with the public and internal communication, which serves as the backbone of the bureaucratic structure. The effectiveness of communication between structural officials and functional staff significantly influences the achievement of organizational objectives (Yahya, 2022). Internal communication is manifest through the dissemination of work instructions, standard operating procedures (SOPs), and the delegation of authority and responsibility. These elements are essential for aligning tasks with organizational structure, roles, and competencies, while ensuring that the institution's vision and mission are properly executed (Dhinantia, Annisa Ariro, and Meilany, 2023).

In government bureaucracy, effective internal communication is critical for maintaining coordination, optimizing public service delivery, and enhancing decision-making at all management levels. Furthermore, every member must communicate challenges and deficiencies in completing tasks within the allotted time (Hasibuan, Armen Rahmad, and Farid, 2024). Research has shown that internal communication positively impacts employee effectiveness and the implementation of good governance practices (Asrini, 2022). To enhance the performance of managerial lines, clear communication is imperative. Each line must effectively convey job responsibilities, descriptions, and standard operating procedures to ensure smooth work coordination and task completion (Hutabarat, 2022). A clear message simplifies employee discipline and streamlines the coordination process, ensuring that tasks are accomplished correctly (Darmawan, Bayu Setya, and Al-Khazim, 2020). In addition to message clarity,

frequent communication is essential. A high frequency of communication fosters effective coordination and enhances the performance of managerial lines in serving the community and addressing public concerns (Deviona, Elrizfa, 2022). Communication effectiveness also plays a pivotal role in streamlining the flow of orders, responsibilities, and tasks between top management, middle management, and lower management. The effectiveness of this communication determines whether tasks are executed and completed within set timelines (Nalien, 2021). Effective communication strengthens managerial performance by motivating employees to execute tasks in line with the established SOPs, which in turn enhances their engagement and commitment (Dewi, 2021).

In Sumedang Regency, West Java, while the managerial performance of civil servants is generally positive, occasional communication breakdowns between managerial lines and subordinates cause delays in task completion. This inefficiency is attributed to unclear communication and a rigid communication structure that undermines creativity and performance (Febianti, Fepi, Kusnidar, Rika, and Maulana, 2020). This aligns with research (Sam, 2024), which indicates that internal communication between government agencies plays a vital role in crisis response and policy implementation. The primary focus of this research is to examine how the clarity of messages and communication frequency impact managerial performance, while also considering communication effectiveness as an intervening factor.

Despite existing qualitative studies, there is limited quantitative research that explores the relationship between internal communication variables such as message clarity and communication frequency and managerial performance in government bureaucracy. Previous studies (Sazali, Hasan, Adhira, Wandura, and Natasha, 2024) have primarily relied on qualitative approaches, applying communication models like the Two-Way Symmetrical Communication theory, image restoration theory, and organizational communication theory. This study, therefore, aims to quantitatively analyze the influence of

message clarity and communication frequency on managerial performance through the lens of communication effectiveness as an intervening variable.

Literatur Review

Message Clarity

Message clarity is a critical determinant of communication effectiveness, relevant across various domains such as organizational communication, education, and interpersonal relationships. In the context of internal organizational communication, particularly within government bureaucracy, message clarity influences the extent to which information is comprehended, received, and implemented by employees or subordinates (Bungsu, Agung, Muzakir, & Agastyassa Owie, 2023).

The importance of message clarity in organizational communication includes:

- 1) Avoiding errors and miscommunication: Vague or unclear messages often lead to misunderstandings, resulting in suboptimal performance.
- 2) Enhancing productivity: Employees who clearly understand directives tend to perform tasks more effectively and efficiently.
- 3) Improving coordination: Clear communication helps to prevent redundancy and accelerates the achievement of unit goals.
- 4) Building trust and credibility: Leaders who communicate consistently and clearly gain respect and trust, making them more effective in their roles (Liliana, Gina, & Novianti, 2023).

Indicators of message clarity include:

- 1) Clear task specifications: Employees understand their responsibilities, the expected timeline, and who is accountable for each task.
- 2) Defined purpose of communication: Each message should have a clear, specific objective, rather than merely serving as routine information.
- 3) Consistency in message content: Ensuring

that information conveyed by different superiors is consistent to avoid confusion (Febianti, Fepi, Kusnidar, Rika, & Maulana, 2020).

Communication Frequency

Communication frequency is a primary factor influencing the effectiveness of internal communication, especially within government bureaucracies. It refers to how often information, instructions, coordination, and clarifications are exchanged between individuals, units, or managerial lines within an organization (Sazali, Hasan, Adhira, Wandra, & Natasha, 2024).

Risks associated with low communication frequency include:

- 1) Delays in information
Insufficient communication can cause work delays and disruptions.
- 2) Loss of synchronization
Lack of frequent communication between work units hinders task completion.
- 3) Loss of clarity for employees
Employees may feel less directed, leading to confusion and decreased performance.
- 4) Reduced employee trust and participation
Infrequent communication leads to a decline in employee engagement and performance across managerial lines (Putri, Meri Andini, Choiriyati, Sri, & Meiranti, 2024).

Indicators of communication frequency include:

- 1) Frequency of interactions
The regularity with which superiors interact with their subordinates, either directly or indirectly.
- 2) Availability of time for communication
Whether leaders and employees allocate adequate time for two-way communication.
- 3) Response time
The speed at which responses are provided to queries or requests, indicating the urgency and efficiency of communication (Ulumiyah, Prita Rara, & Gati, 2024).

Communication Effectiveness

Communication effectiveness refers to the success of the communication process in achieving its intended outcomes. It involves the clear and accurate delivery of information,

ensuring that the recipient understands both the content and the intent of the message, and that communication remains reciprocal rather than one-way (Fatmawala, Siti, Latupapua, Conchita V., & Risambessy, 2023).

Indicators of communication effectiveness include:

- 1) Clarity of the message
Ensuring that the message conveyed to subordinates is unambiguous.
- 2) Timeliness
The extent to which the message or information is delivered promptly, in alignment with task needs or decision-making requirements.
- 3) Openness in communication
The presence of channels for feedback from subordinates to superiors, facilitating active two-way communication (Zanra, 2024).

Managerial Line Performance

Managerial line performance refers to the effectiveness of middle- to lower-level structural officials, such as section heads, subsection heads, and field coordinators, who oversee operational and technical leadership tasks within government agencies (Nangameka, 2020).

Indicators of managerial line performance include:

- 1) Effective work planning
The ability to prepare realistic work plans in line with regional development goals (RPJMD/RENSTRA).
- 2) Coordination capabilities
The ability to foster collaboration between internal staff and external partners.
- 3) Achievement of work targets
Meeting program outputs, activities, and public service delivery according to defined performance indicators (IKU/SKP) (Tamri, 2021).

Conceptual Framework

The development of conceptual frameworks in this research involves integrating the above constructs to explore the influence of message clarity, communication frequency, and communication effectiveness on managerial performance. These frameworks serve as a

basis for understanding the role of internal communication in enhancing the performance of managerial lines within government bureaucracy.

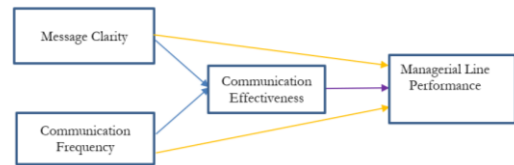


Figure 1. Conceptual Framework

Hypotheses:

- 1) Message clarity has a significant impact on the performance of the managerial line of civil servants in Sumedang Regency.
- 2) Communication frequency influences the performance of the managerial line of civil servants in Sumedang Regency.
- 3) Message clarity enhances the effectiveness of communication among civil servants in Sumedang Regency.
- 4) Communication frequency improves the effectiveness of communication among civil servants in Sumedang Regency.
- 5) Communication effectiveness positively affects the performance of the managerial line of civil servants in Sumedang Regency.
- 6) Message clarity influences the performance of the managerial line of civil servants in Sumedang Regency through communication effectiveness as an intervening variable.
- 7) Communication frequency influences the performance of the managerial line of civil servants in Sumedang Regency through communication effectiveness as an intervening variable.

Research Methodology

This research method uses a quantitative descriptive method through the structural equation model (SEM) method using PLS 3.0 software. "SEM analysis combines factor analysis (to measure constructs that cannot be observed directly) and multiple regression (to test causal relationships between constructs)" (Zanra, 2024). The population in this study were civil servants in the Sumedang Regency Government, West Java, totaling 7,480 people. The sampling method used the accidental

sampling method. According to (Rosyidah, Wahidatur, Soekrani, Tony S. dan Yulianingtyas, 2024) the accidental sampling method is a sampling technique whose sampling object is at the research location. The number of samples that appear can be calculated using the Slovin formula, where the sample calculation is as follows:

$$n = N / (1 + Ne^2) = 7.480 / (1 + 7.480 \times 0.1^2) = 98,68 = 99 \text{ person.}$$

The number of samples is 99 civil servants in the Sumedang Regency Government. Data collection techniques using observation and

distribution of questionnaires to respondents and literature studies.

Results and Discussion

Results

Convergent Validity Analysis

“Convergent validity analysis is a test that causes indicators in one construct to be highly correlated and contribute consistent information” (Zanra, 2024). The results of convergent validity can be adjusted to:

Table 1. Convergent Validity Test

Variable	Indicator	Outer Loading
Message Clarity (X ₁)	MC 1	0,846
	MC 2	0,817
	MC 3	0,855
Communication Frequency (X ₂)	CF 1	0,856
	CF 2	0,833
	CF 3	0,822
Managerial Line Performance (Y)	MLP 1	0,865
	MLP 2	0,827
	MLP 3	0,844
Communication Effectiveness (Z)	CE 1	0,832
	CE 2	0,877
	CE 3	0,851

Table 1 explains that the data variables are spread more than the significance value of 0.05 so that it can be explained that all data are spread validly.

Average Variant Extracted (AVE) Analysis

AVE test is one of the main measures to test

convergent validity in SEM (Structural Equation Modeling) models, both covariance-based (CB-SEM, such as AMOS) and PLS-SEM variance, such as SmartPLS (Zanra, 2024). The Average Variant Extracted (AVE) value is shown in Table 2 below:

Table 2. Test AVE

Variable	AVE
Message Clarity (X ₁)	0,835
Communication Frequency (X ₂)	0,865
Managerial Line Performance (Y)	0,822
Communication Effectiveness (Z)	0,811

Table 2 refers to the description of the AVE test value greater than 0.5, which states that all data distribution from the construct variables is able to clearly describe one construct variable to another construct variable.

Composite Reliability Analysis

Composite Reliability is a crucial method for assessing the reliability of latent constructs within the Structural Equation Modeling (SEM) framework (Tamri, 2021). Unlike Cronbach's

Alpha, which measures internal consistency by averaging item correlations, Composite Reliability evaluates the weight or loading of each indicator, providing a more accurate reflection of a construct’s reliability in SEM. It accounts for the individual contributions of each indicator to the latent variable, ensuring that the measurement model is robust and

reliable. This method is particularly important in SEM, as it ensures the latent variables are well-represented by their respective indicators. Table 3 below demonstrates the Composite Reliability values for each construct, confirming the robustness of the model's reliability.

Table 3. Composite Reliability Test

Variable	Composite Reliability
Message Clarity (X ₁)	0,834
Communication Frequency (X ₂)	0,865
Managerial Line Performance (Y)	0,842
Communication Effectiveness (Z)	0,871

Table 3 shows the composite reliability test values which are greater than 0.6, where the existing data is evenly distributed and is considered reliable.

Discriminant Validity Analysis

In confirmatory factor analysis (CFA), structural equation modeling (SEM), discriminant validity analysis reveals the differences of each construct variable. This can be seen in Table 4 below:

Table 4. Discriminant Validity Analysis

	MC Moderating Effect 1	CF Moderating Effect 2	MLP Moderating Effect 3	CE Moderating Effect 4
Message Clarity	.746			
Communication Frequency	.789	.778		
Managerial Line Performance	.790	.746	.789	
Communication Effectiveness	.778	.789	.746	.790

Based on table 4, the AVE value is in accordance with the assumption of Discriminant Validity.

Path Coefficient Testing

The path coefficient test can be seen in the following table 5:

Table 5. R Square Test

Variable	R Square
Message Clarity (X ₁)	0,875
Communication Frequency (X ₂)	0,864
Managerial Line Performance (Y)	0,882
Communication Effectiveness (Z)	0,837

From table 5 which explains the results of PLS Smart 3.0 data processing, the results of the R Square value of the managerial line performance variable can be explained by the

variables of message clarity, communication frequency and communication effectiveness by 88.2%, while the remaining 11.8% cannot be stated explicitly through this research

Hypothesis Testing

The results of the hypothesis testing and its interpretation can be seen in the following table 6:

Table 6. Hypothesis Testing

	T value	P Value
MC - MLP	6.523	.000
CF - MLP	7.235	.001
MC - CE	5.414	.003
CF - CE	4.323	.000
CE - MLP	8.222	.001
MC - CE - MLP	7.671	.000
CF - CE - MLP	5.355	.004

Table 7. Interpretation of Hypothesis Testing

Hypothesis	Influence	T-Statistics	P-Value	Results
H1	Clarity of messages on managerial line performance	6,523	0,000	Accepted
H2	Frequency of communication on managerial line performance	7,235	0,001	Accepted
H3	Clarity of message on communication effectiveness	5,414	0,003	Accepted
H4	Frequency of communication on communication effectiveness	4,323	0,000	Accepted
H5	Communication effectiveness on managerial line performance	8,222	0,001	Accepted
H6	Clarity of message on managerial line performance through the communication effectiveness variable as an intervening variable	7,671	0,000	Accepted
H7	Frequency of communication on managerial line performance through the communication effectiveness variable as an intervening variable	5,355	0,004	Accepted

According to table 7, emerging empirical evidence is that partially the variables of message clarity and communication frequency influence the performance of the managerial line and the effectiveness of civil servant communication in Sumedang Regency, West Java, the variable of communication effectiveness influences the performance of the managerial line of civil servants in Sumedang Regency, West Java, while simultaneously the variables of message clarity and communication frequency influence the performance of the managerial line of civil servants in Sumedang Regency, West Java through the variable of communication effectiveness as an intervening variable.

Discussion

The results of the research stated that clarity of messages affects the performance of civil servant managerial lines in Sumedang Regency, West Java. This is in accordance with research (Fatmawala, Siti, Latupapua, Conchita V. dan Risambessy, 2023) which states that the clearer the command message conveyed by upper management, it will be able to be captured and explained through work that can be completed in order to improve the performance of the managerial line carried out in a department. The results of the research stated that the frequency of communication affects the performance of civil servant managerial lines in Sumedang Regency, West Java. This is in

accordance with research (Putri, Meri Andini, Choiriyati, Sri dan Meiranti, 2024) which states that every time an employee communicates, he will be able to translate the work in his department line and will be able to work optimally to improve the performance of his department line. The results of the research explain that clarity of message affects the effectiveness of civil servant communication in Sumedang Regency, West Java. This is in line with research (Rosyidah, Wahidatur, Soekrani, Tony S. dan Yulianingtyas, 2024) which states that messages that are conveyed clearly will tend to be able to create effective and meaningful communication. According to the results of existing research, the variable of communication frequency affects the effectiveness of civil servant communication in Sumedang Regency, West Java. This is in accordance with research (Ulumiyah, Prita Rara dan Gati, 2024) which states that the more communication in the internal managerial line, the more effective the form of coordination and communication will be in improving work results. Communication effectiveness affects the performance of civil servant managerial lines in Sumedang Regency, West Java. This is in line with research (Liliana, Gina dan Novianti, 2023) which explains that the more effective the communication, the easier it will tend to be to coordinate work, so that it will have an impact on increasing the performance of the department or managerial line.

The results of the research explain that clarity of messages affects the performance of civil servant managerial lines in Sumedang Regency, West Java through the managerial line performance variable as an intervening variable. This is in accordance with research (Nani, 2021) which states that the clearer the message conveyed, the more effective communication will be and will convey all messages and work orders in order to improve managerial performance. The results of the research explain that the frequency of communication variable affects the performance of civil servant managerial lines in Sumedang Regency, West Java through the managerial line performance variable as an intervening variable. This is in accordance with research (Yahya, 2022) which states that frequent communication between lines regarding work completion will increase effective communication and be able to achieve the highest managerial performance.

Conclusion

From the results of the research, the conclusions are that partially the variables of message clarity and communication frequency affect the performance of the managerial line and the effectiveness of civil servant communication in Sumedang Regency, West Java, the variable of communication effectiveness affects the performance of the civil servant managerial line in Sumedang Regency, West Java. The results simultaneously show that message clarity and communication frequency affect the performance of the civil servant managerial line in Sumedang Regency, West Java through communication effectiveness as an intervening variable. For future research, the researcher added a communication channel variable that made this research able to describe internal communication problems that affect the performance of the civil servant managerial line in Sumedang Regency, West Java through communication effectiveness so that managerial performance is affected and can increase work productivity.

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