

The Effectiveness of Commission Support Staff Communication in Supporting the Implementation of Commission Members' Duties in the Takalar Regency Regional People's Representative Council

Wahyuna Masyaud¹, Andi Vita Sukmarini², Fitriana²

¹Master's Program in Communication Science, Graduate School, Universitas Fajar Makassar, Indonesia

²Universitas Fajar Makassar, Indonesia

Email: wahyunayusuf83@gmail.com

Abstract. *The purpose of this research is to measure the effectiveness of communication between accompanying staff and commission members in the Takalar Regency Regional People's Representative Council (DPRD). This study aims to analyze the role of accompanying staff in assisting commission members in carrying out their duties and functions, such as policy formulation, oversight, and budgeting. This study aims to identify factors that support and hinder the effectiveness of this communication, both for staff and commission members. This study aims to formulate strategic suggestions and recommendations to improve the effectiveness of communication and the performance of accompanying staff in the future. Essentially, this research focuses on the dynamics of internal communication within the regional legislative body and its impact on the smooth functioning of representatives. This study employed qualitative research methods. The results indicate that information delivery is sufficiently accurate, relevant, and timely. The accompanying staff can ensure that commission members receive the data, analysis results, and documents necessary for decision-making. This study also demonstrates the effectiveness of communication because staff can build trust and harmonious working relationships with council members through open and responsive interactions. This good coordination makes it easier for staff to bridge communication between council members, local government, and the community, and ensures that aspirations can be followed up effectively.*

Keywords: *Communication Effectiveness, Accompanying Staff, Regional People's Representative Council, Internal Communication, Legislative Performance*

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INTRODUCTION

The Regional People's Representative Council (DPRD) is an institution that represents the Regional People and plays a crucial role in organizing regional government (Leston-Bandeira & Siefken, 2023; Arsil et al., 2022). Commissions within the DPRD are permanent supporting bodies established at the beginning of the DPRD Members' term (Kroeber, 2024; West, 2024). The primary duties of these commissions include Legislation, Budgeting, and Regional-Level Oversight. Each commission has specific responsibilities in various areas, such as Government and Law, Economics and Finance, and Development and Public Welfare (Maricut-Akbik, 2021; West, 2024; Hermanto et al., 2025).

To support the implementation of these DPRD duties, the DPRD has a DPRD Secretariat. As mandated by Law No. 32 of 2004 and further clarified in Government Regulation No. 41 of 2007 concerning Regional Apparatus Organization, the DPRD Secretariat is responsible for administering DPRD secretarial administration, administering DPRD financial administration, supporting the implementation of DPRD duties and functions, and providing and coordinating the expertise required by the DPRD. The smooth implementation of the main duties and functions of the Takalar Regency Regional Representative Council Secretariat, based on its organizational structure, the existing staff consists of 44 people (Brandsma & Otjes, 2024; Otjes, 2023; Ferguson et al., 2024).

Supporting the implementation of the main tasks and functions of the Secretariat of the Regional People's Representative Council of Takalar Regency, in addition to ASN who are the main executors of the duties and functions of the DPRD Secretariat, Non-ASN personnel are also needed to support the main tasks of ASN in the Takalar Regency DPRD Secretariat. The table above shows that the number of non-ASN personnel in the Takalar Regency DPRD Secretariat is 52 people consisting of 28 administrative staff and 24 security personnel. Commissions, either through written reports, presentations, or informal communication (Jacobsen & Salomonsen, 2021; Suh & Battaglio, 2022; Salim, 2022).

Meeting and Discussion Facilitation: Staff assistants can assist commission members in preparing for meetings, facilitating discussions, and summarizing meeting results (Brandsma & Otjes, 2024; Ommundsen, 2023). Advocacy and External Communication: Staff assistants can assist commission members in communicating with external parties, such as relevant agencies, the public, or NGOs, to convey information, advocate for community interests, or garner support for a policy (Kornberg & Siefken, 2023; Lailin et al., 2024; Noviawati et al., 2025). Data and Documentation Management: Staff assistants need to manage data and documentation effectively so that commission members can easily access the information they need (Brandsma & Otjes, 2024; Ommundsen, 2023; Nalle, 2023).

The performance of Commission Assistant Staff in each Commission at the Takalar Regency DPRD Secretariat includes technical and administrative support and facilitation for commission members in carrying out legislative, budgetary, and oversight duties according to their respective areas of expertise. Administrative and secretarial support includes managing schedules and correspondence for commission members, preparing documents, minutes, and minutes for commission meetings, and managing archives and data relevant to the commission's duties. Research and analysis support, conducting research and collecting data related to issues within the scope of the commission, analyzing and evaluating data, and identifying important issues to be discussed in commission meetings, preparing materials, papers, and manuscripts for commission members, including the preparation of the main points of the DPRD (Brandsma & Otjes, 2024; Ommundsen, 2023; Nalle, 2023).

Facilitating commission activities, assisting in the planning and implementation of hearings (RDP), work visits, and recesses, facilitating dialogue or hearings between commission members and local government officials and the community, managing incoming community aspirations and assisting commission members in following up on them (Kornberg & Siefken, 2023; Serra-Silva, 2022; Huzaeni & Nada, 2022). Assistance in policy formulation, assisting commission members in the discussion and preparation of draft regional regulations (perda) and draft DPRD decisions, preparing supporting materials related to budget discussions according to the commission's field to be submitted to the Budget Agency, assisting in the preparation of reports on the results of DPRD supervision (Hermanto et al., 2025; Nalle, 2023; Arsil et al., 2022). Coordination and inter-institutional relations, coordinating commission activities with other work units in the DPRD Secretariat and related agencies, becoming a liaison between commission members and constituents, organizations, and other interested parties (Reyes-Gonzalez et al., 2024; Lailin et al., 2024). Several factors underpinning the importance of effective communication between commission assistants at the Takalar Regency DPRD Commission include:

During working visits by Commission Members to the Takalar Regency DPRD, miscommunication often occurs between the accompanying staff and the Commission Members, as well as the Commission Members themselves. Visit letters and assignment letters are often repeated during preparation. This is due to a lack of shared understanding among Commission Members. Social media, specifically WhatsApp groups, are not used efficiently to establish a common goal before drafting visit letters (Panyasu, 2023; Arafat & Rahayu, 2024; Serra-Silva, 2022). Furthermore, the accompanying staff also do not coordinate effectively with all commission members, resulting in members sometimes being unaware of the planned visit. This often leads to frequent changes and alterations to the schedule and visit letters. Complex Duties and Functions of the DPRD. The DPRD has various complex duties and functions, such as formulating regional regulations, discussing budgets, and overseeing the implementation of regional regulations (Maricut-Akbik, 2021; West, 2024; Hermanto et al., 2025).

To carry out these duties, effective communication is required between DPRD members, leaders, and support staff, including commission assistants (Jacobsen & Salomonsen, 2021; Indah & Junaidi, 2024; Istrate et al., 2024). The Need for Accurate and Timely Information. Commission assistants serve as information providers for DPRD members. Accurate, complete, and timely information is crucial for informed decision-making. Effective communication ensures that information is conveyed effectively and understood by DPRD members (Ommundsen, 2023; Suh & Battaglio, 2022; Baekgaard et al., 2025). Public Participation in the Policy Formulation Process. The DPRD's function is to accommodate public aspirations and champion their inclusion in the policy formulation process. Commission assistants can play a role in bridging communication between DPRD members and the public, ensuring that public aspirations are heard and taken into account (Huzaeni & Nada, 2022; Julranda et al., 2022; Noviawati et al., 2025).

Policy Implementation Oversight. One of the DPRD's functions is to oversee the implementation of regional regulations and the budget. Effective communication between commission assistants, DPRD members, and other relevant parties during the oversight process is crucial to ensuring that established policies are implemented in accordance with their objectives (Reykers, 2021; West, 2024; Maricut-Akbik, 2021). Improving the Quality of Public Services. Effective communication between commission assistants, DPRD members, and other relevant parties can improve the quality of public services provided by the DPRD. This is because good communication can streamline the process of conveying information, resolving problems, and making decisions that favor the public's interests (Halling & Petersen, 2024; Indah & Junaidi, 2024; Salim, 2022). Specific performance by commission area.

Although the general duties of the accompanying staff tend to be similar, their performance is tailored to the focus of each commission: Commission for Government and Education: Support in overseeing regional government administration, public services, and education policy. Commission for Economics and Finance: Assistance in discussing the draft Regional Budget (APBD), regional financial reports, and oversight of regionally-owned enterprises (BUMD). Commission for Development and Infrastructure: Assistance in overseeing development projects, infrastructure, and spatial planning (West, 2024; Brandsma & Otjes, 2024). The Takalar Regency DPRD Secretariat has 44 (forty-four) civil servants, while the non-civil servant staff number 52 (fifty-two), consisting of 28 administrative staff and 24 security personnel. This number includes the seven-accompanying staff within the Takalar Regency DPRD Commissions, divided into three commissions (Otjes, 2023; Brandsma & Otjes, 2024).

Commission 1 has 3 (three), Commission 2 has 2 (two), and Commission 3 has 2 (two). The commission support staff at the Takalar Regional People's Representative Council (DPRD) Secretariat face various conditions and challenges that impact their performance and well-being. Some frequently encountered issues include: Commission staff often have a high workload, having to serve the needs of council members, especially if assigned concurrent duties with other council members. They are responsible for assisting with administrative tasks, research, report preparation, and providing support during council members' work visits or recesses (Brandsma & Otjes, 2024; Ommundsen, 2023; Ferguson et al., 2024).

The role of the Secretariat is conceptually defined as a dynamic aspect related to the implementation of its duties and functions in providing administrative services to members of the Takalar Regency Regional People's Representative Council (DPRD), which includes: Secretarial Administration, Financial Administration, Provision and Coordination of Experts Needed by DPRD Members, and other administrative services to support the DPRD's duties and functions (Brandsma & Otjes, 2024). The Secretariat of the Takalar Regency Regional People's Representative Council (DPRD), as a service element for the Leadership and Members of the DPRD, carries out secretarial administration and financial administration, supports the implementation of the DPRD's duties and functions, and provides and coordinates the experts needed by the DPRD in accordance with the region's financial capabilities and within its authority under applicable laws and regulations (Ferguson et al., 2024; Brandsma & Otjes, 2024).

In addition, the Secretariat of the Takalar Regency Regional People's Representative Council (DPRD) is responsible for planning and implementing, fostering, coordinating, supervising, and controlling the holding of sessions, reviews, meetings, administration, housekeeping, reviewing/preparing DPRD product materials, and reporting on DPRD activities and DPRD finances (Arsil et al., 2022; Hermanto et al., 2025; Nalle, 2023).

The Takalar Regency Regional People's Representative Council (DPRD) has 35 members, including 3 leaders and 32 members, divided into three commissions: (1) Commission I: Government and Legal Affairs; (2) Commission II: Economic and Financial Affairs; (3) Commission III: Development and Public Welfare. Each commission is led by a chairperson elected from among its members. They play a crucial role in drafting Regional Regulations (Ranperda) and participating in budget deliberations, including allocating funds for working visits and other relevant activities. The commissions are also responsible for monitoring the performance of the Regional Government and ensuring that public services run efficiently, in accordance with public expectations and the principles of transparency and accountability (West, 2024; Hermanto et al., 2025; Noviawati et al., 2025).

Overall, the existence of commissions in the DPRD reflects the democratic principle of separating powers between the executive and legislative branches. Thus, it is hoped that the resulting policies will represent the aspirations of the community and improve the quality of public services and public welfare at the regional level. The smooth implementation of the main duties and functions of the Regional People's Representative Council, including each commission, the Takalar Regency Regional People's Representative Council Secretariat. Therefore, commission support staff are needed. In addition to the civil servants (ASN) who carry out the main duties and functions of the DPRD Secretariat, non-ASN staff are also needed to support the ASN's primary duties in the Takalar Regency DPRD Secretariat. Effective communication between commission support staff and DPRD commissions is crucial for the smooth implementation of DPRD duties and functions, particularly in information delivery, decision-making, and oversight. The need for effective communication encompasses several aspects, such as the complexity of DPRD duties, the need for accurate and timely information, and the importance of public participation in the policy formulation process.

METHODS

Research Approach and Type

Research is an effort to discover, develop, and test the truth of knowledge. This effort is used to determine the scientific method. According to Sugiyono (2005), a research method is essentially a scientific way to obtain data for a specific purpose and purpose. This research uses qualitative research methods. That qualitative research is research that focuses on analyzing and describing the experiences of individual phenomena in the everyday world. This approach involves describing a number of variables related to the problem and research unit, allowing for a deeper understanding of the phenomenon being examined. Based on the established research focus, the type of research used is qualitative research with a descriptive approach. Qualitative Descriptive Research is a type of research that aims to describe a phenomenon in detail through

accurate data collection. This data can come from observations, interviews, documentation, and other sources. The Qualitative Descriptive Research Design was chosen with the aim of revealing the Communication Effectiveness of Commission Support Staff in each Commission in the Takalar Regency DPRD in carrying out Commission Members' Duties. This study was chosen because the researcher intended to present systematic, up-to-date, and accurate data regarding the facts and interpretations of phenomena occurring in the field. This design was used to uncover facts and obtain data and information regarding the effectiveness of communication between Commission Companion Staff in each Commission of the Takalar Regency DPRD in carrying out their duties. The selected data or information was then described according to the reality on the ground.

Managing the Role of the Researcher

As a researcher, managing the role in the study of the Effectiveness of Communication between Commission Companion Staff and Commission Members of the Takalar Regency DPRD involves several steps. First, the researcher needs to formulate clear research objectives, such as identifying factors influencing the effectiveness of communication between Companion Staff in each Commission of the Takalar Regency DPRD in carrying out their duties. Second, the researcher must select appropriate research methods, such as qualitative research with in-depth interviews and document analysis. Third, the researcher needs to collect data from various sources, including DPRD members, secretariat staff, and related documents. Fourth, the researcher analyzes the data to identify patterns, themes, and relationships between the variables studied. Fifth, the researcher compiled a comprehensive research report, presenting findings, analysis, and recommendations to improve the effectiveness of communication between Commission Support Staff and Members of the Takalar Regency DPRD Commission. The researcher's presence in this regard is crucial and essential. Qualitative research emphasizes that the researcher, either alone or with the assistance of others, is the primary data collection tool (Moleong, 2016). Therefore, the researcher's presence in the field is absolutely essential and directly involved in conducting the research. In this regard, in collecting data, the researcher strives to establish a good relationship with the informants who serve as data sources to ensure the data obtained is truly valid. In accordance with qualitative research, the researcher's presence in the field is crucial and optimally needed. The researcher is the primary key instrument in revealing meaning and also serves as a data collection tool. Therefore, the researcher must also be involved in the lives of the people being studied to a level of openness between both parties. Therefore, in this study, the researcher went directly into the field to observe and collect the necessary data.

Research Location and Time

The location of a study is intended to narrow the scope of the discussion and to sharpen the phenomenon of secretarial activities in the institution being studied. This research was conducted at the Takalar Regency DPRD Secretariat, Jl. Jendral Sudirman, No. 1, Takalar Regency. The research was conducted from September 2025 to October 2025.

Research Informants

The unit of analysis in this study is a specific unit considered as the subject or target of the research (the target of analysis or focus of research). In this study, the unit of analysis is the organization. The researcher will focus the research on dialogues/interviews with DPRD Secretariat employees and several Council Members. The data collection technique used was triangulation (combination) of the research results. Therefore, in qualitative research, the data used are informants. The informant selection technique used proportional random sampling, meaning selecting informants according to the research objectives to obtain information about the situation and conditions of the research setting. They must have extensive experience in the research setting. Therefore, an informant must have thorough knowledge or be directly involved in the research problem. Selecting an informant requires consideration of their competence, not just their availability. The informants in this study were selected purposively, considering that they are considered competent and have a thorough understanding of the conditions at the

research location. The informants in this study are those who can provide the researcher with relevant information deemed necessary. These informants are officials at the Regional People's Representative Council (DPRD) Secretariat and several members of the Takalar Regency DPRD. The types of data used in this study include primary and secondary data. Meanwhile, data collection will be conducted using methods commonly used in qualitative approaches, namely observation, in-depth interviews, and document studies. This is done with the aim of obtaining in-depth data to understand the communication process within the DPRD Secretariat in the implementation of Commission Members' duties.

Data analysis is the effort to systematically search for and organize notes from observations, interviews, and documentation to enhance the researcher's understanding of the findings based on the research problem. Data analysis, according to Patton (Miles & Huberman, 2014), is an Interactive Data Analysis Model, namely the process of arranging data sequences and organizing them into an analysis. Data editing, which is the process of processing raw data obtained during research, is then summarized and selected according to the main points related to the problem, while data deemed unimportant is removed. Data presentation is the process of presenting data with descriptive text that explains the research findings, presenting the data in the form of brief descriptions. In this qualitative research, the instrument or research tool is the researcher himself. Therefore, the researcher as an instrument must also be validated to what extent the researcher is ready to conduct research, followed by direct observation in the field. Validation of the researcher as an instrument includes validation of the understanding of qualitative research methods, mastery of insight into the field being studied, the researcher's readiness to enter the research object both academically and logistically. An informant is a person who provides information. In this sense, an informant can be considered the same as a respondent. This informant is someone who can provide the information the author needs regarding the Takalar Regency DPRD (Regional People's Representative Council) regarding the Effectiveness of Communication Between Commission Support Staff and Members of the Takalar Regency DPRD Commission. Informants in this study were selected using purposive sampling, which involves collecting samples based on various considerations. This technique can be defined as a sampling process that involves first determining the number of samples to be taken, then selecting the sample based on specific objectives, provided they do not deviate from the predetermined sample characteristics. In determining informants, the researcher selected them based on criteria: individuals at the research location and considered to be most knowledgeable about the research object. In this study, the researcher selected six informants.

Data Sources

Data sources for measuring the effectiveness of communication between Commission Companion Staff and Members of the Takalar Regency DPRD Commissions can come from various documents, activities, and observations. This data can be collected through interviews, direct observation, and analysis of related documents. Primary data is data obtained directly from the source through interviews with parties related to this research who are considered to have the potential to provide relevant and factual information in the field. Informants in this study were selected using a purposive sampling technique, where selection was carried out intentionally according to predetermined criteria and based on the research objectives. Secondary data is data obtained from literature, documents, photographs, archives, letters, and other data relevant to the effectiveness of communication between Commission Companion Staff and Members of the Takalar Regency DPRD Commissions. The secondary data obtained from this research consists of archives of incoming reports, documentation of public relations activities during outreach, and several documents related to the effectiveness of communication between Commission Assistance Staff and Members of the Takalar Regency DPRD Commission.

The following are some relevant data sources: (1) Official Documents; (2) Meeting Minutes, recording discussions, decisions, and recommendations resulting from DPRD meetings at the Commission; (3) Activity Reports, presenting information on the implementation of duties and activities carried out by Commission Members at the Takalar Regency DPRD; (4) Legislation,

relating to the duties of DPRD Commissions and the structure and working procedures of the DPRD Secretariat; (5) Correspondence, correspondence between the DPRD Secretariat and the DPRD, other agencies, and related parties; (6) Guidelines/SOPs, guidelines for implementing the duties and functions of DPRD Commissions, and DPRD Secretariat work procedures; (7) DPRD Secretariat Activities: Service Activities, observing how Commission Staff provide services to DPRD Commission Members. Publication Activities: Observing how information related to the Regional People's Representative Council (DPRD) is disseminated to the public; (8) Data Collection Procedures

This research will use three data collection techniques: observation, interviews, and documentation studies. Data collection through observation is carried out by conducting direct observations in the field and taking notes on events that occurred directly in the field, relating to the research subjects and objects during the research period. Observing interactions between DPRD Secretariat staff and DPRD members, other staff, and external parties. Observing the use of communication media in the communication process (e.g., email, telephone, instant messaging applications). Observing how information related to the DPRD is disseminated to the public. Interviews are a crucial data collection tool in qualitative research that involves human subjects in relation to the reality or phenomenon selected for study. In this study, the interview technique used was a controlled, free-flow interview to obtain more in-depth information, although the researcher still adhered to the interview guidelines. Researchers will focus interviews on the Secretariat of the Takalar Regency DPRD, Commission Members, Commission Assistance Staff, and informants related to the Effectiveness of Communication between Commission Assistance Staff and Members of the Takalar Regency DPRD Commission. The purpose of the interviews with DPRD Members is to obtain perceptions about the Effectiveness of Communication between Commission Assistance Staff and Members of the Takalar Regency DPRD Commission. DPRD Commission Assistance Staff, to obtain information about the internal communication process, obstacles faced, and efforts to improve communication effectiveness. Officials/Staff of the Takalar Regency DPRD Secretariat, to obtain information related to coordination and communication between Commission Assistance Staff and other Staff at the Takalar Regency DPRD Secretariat. Documentation, this documentation method is a data search that aims to obtain information that supports the research. Such as data related to the Effectiveness of Communication between the Takalar Regency DPRD Secretariat, including documents related to documentation of activities at the Takalar Regency DPRD.

Validity Checking of Findings

Checking the validity of data on the Communication Effectiveness of Commission Assistance Staff with Members of the Takalar Regency DPRD Commission involves several important aspects. First, ensuring the data collected is accurate and relevant to the evaluation objectives. Second, verifying data sources and data collection methods to avoid bias. Third, analyzing the data objectively to identify significant patterns and trends related to communication effectiveness. Fourth, comparing the analysis results with established standards or targets. Finally, presenting the findings transparently and providing clear recommendations for improving communication. Research is oriented towards the scientific quality of research data; therefore, it is required to meet research standards to reach objective conclusions. This means that if a study meets the standards of objectivity, the validity of its research data is considered to have been tested. To test the validity of the data obtained to measure the validity of research results, researchers are required to increase research diligence, careful and continuous observation, using triangulation (Sugiyono, 2018). Triangulation is a data validity checking technique that utilizes something other than the data itself for verification or comparison purposes. The triangulation used in this research is: Theoretical triangulation techniques are used to test the validity of data using more than one perspective to discuss the problems being studied, so that more complete and comprehensive conclusions can be analyzed and drawn. Theoretical triangulation techniques are used by comparing and cross-checking the reliability of information obtained through different time periods and tools in qualitative

research. This can be achieved by comparing observational data with interview results and documentation.

RESULTS AND DISCUSSION

Research and Interview Results

Commission support staff at the Takalar Regency DPRD Secretariat face various conditions and challenges that impact their performance and well-being. Some frequently encountered issues include: Commission staff often have a high workload due to having to serve the needs of council members, especially if staff are assigned concurrent duties with other council members. They are responsible for assisting with administrative tasks, research, report preparation, and providing assistance during council visits or recesses. Due to limited facilities, commission staff at each commission at the Takalar Regency DPRD Secretariat face challenges such as a lack of adequate facilities and work tools, such as a lack of work equipment, cramped workspaces, and other supporting facilities. For example, the lack of recording equipment for commission meetings in the commission room, which is necessary for the minutes of meetings and the preparation of meeting reports, sometimes hinders the preparation of minutes and minutes of meetings, sometimes resulting in delays in the process. The limited number of staff, both civil servants and non-civil servants, exacerbates the workload. Potential conflict: Commission staff are also at risk of workplace conflicts, one of which is the issue of official travel, which is sometimes monopolized by staff who are related to Commission members. Lack of coordination between Council Members and Commission Staff often hampers performance. Staff may not be able to fully support Council Members if the Council Members themselves do not understand the role of Secretariat Staff. This is evident when planning official trips, where the destination often has to be changed several times due to a lack of coordination between the staff and Commission Members. Mismatched assignments: At the Takalar Regional People's Representative Council (DPRD) Secretariat, some staff are placed in positions that do not align with their educational background or expertise. This can impact professionalism and productivity. Limited competence and low staff skills, particularly regarding the operation of equipment and information technology, hinder the performance of their duties. These conditions impact not only staff well-being but also the overall performance of the DPRD Secretariat in serving Council Members and the public. Poor coordination and a lack of facilities can hinder the effective implementation of legislative duties.

Some of the possible consequences of the absence of staff in the DPRD include: Decreased Operational Efficiency: The loss of staff handling administrative and technical tasks can decrease the operational efficiency of the DPRD, hampering the process of preparing reports, scheduling meetings, and managing necessary daily communications. Limited Access to Information and Analysis: The absence of staff can lead to limited access to important information and analysis needed for decision-making in the DPRD. This has the potential to affect the Council's ability to make decisions based on accurate information. Difficulty in Coordinating Programs and Events: Without staff, coordination of programs and events planned by the DPRD for the benefit of the community can be hampered. This situation can affect the DPRD's ability to respond effectively to the needs and aspirations of the community. Decreased Quality of Relations with the Community: Staff act as a liaison between the DPRD and the community. Without their presence, the quality of the relationship between the DPRD and the community can be affected, reducing community involvement and participation in the legislative process. Thus, the presence of competent and trained staff in the DPRD is crucial in supporting the smooth running of legislative duties. The following are the results of interviews with several informants regarding the effectiveness of communication between Commission Support Staff in supporting Commission Members' duties in the Takalar Regency DPRD.

Administrative Support and Scheduling Coordination

Interview evidence indicates that support staff undertake much of the practical preparation for commission activities, including recesses, working visits, and hearings:

“In this regard, it is quite optimal, as administrative requirements for organizing recesses, working visits, and hearings are entirely handled by the support staff and the Secretariat, starting with the process of preparing visit letters and providing meeting facilities. However, scheduling visits is hampered by differing perceptions among several Commission Members within the Commission itself, resulting in frequent changes or alterations.”

The account distinguishes effective administrative preparation from difficulties in reaching a shared schedule. Staff can prepare letters and facilities, but changes among commission members require them to revise arrangements. Communication effectiveness therefore depends partly on agreement within the commission before administrative work is finalized.

Communication Channels and the Visibility of Important Messages

Participants described WhatsApp groups, text messages, telephone calls, and verbal communication as routine channels for sharing invitations and schedules:

“The communication channels used are text messages, WhatsApp groups, and telephone. This communication is quite effective, but invitation messages in WhatsApp groups are often missed if there are other discussions within the group. This is why it’s important for admins to pin messages if they are invitations or something deemed important.”

“The methods we use are verbal and digital (wa group and phone) for delivering invitations and meeting schedules.”

These accounts suggest that digital channels make routine coordination possible, while the volume of group discussion can obscure time-sensitive notices. The proposed use of pinned messages responds to a specific problem: members may have access to an invitation without noticing it in time. The interviews thus point to message visibility, as well as message delivery, as a condition of effective communication.

Differences Among Members and the Need for Follow-Up

A support staff account describes the additional work needed when a shared message does not reach every member effectively:

“The challenges include the different backgrounds of Commission Members who receive messages (cultural and educational backgrounds), and invitation messages sent in WhatsApp groups are sometimes missed by Commission Members, requiring us, as support staff, to call them directly to remind them about the invitation schedule that has been shared in the group.”

The quotation identifies two related challenges: members may interpret information differently, and some may miss notices posted in the group. Direct calls serve as a follow-up mechanism to confirm awareness of an invitation. The finding shows that staff adapt their communication to recipients, although this adds to the time required for coordination.

Another response identifies “absenteeism or uneven involvement” and difficulty scheduling meetings so that members have an equal opportunity to contribute. This account indicates that communication challenges extend beyond sending notices to securing members’ participation in commission activities. The brief response does not establish how often these difficulties occur, so the finding should remain descriptive.

Liaison Role and Capacity Development

One participant described the contribution of support staff to communication across organizational units:

“Very helpful, because as support staff, we contribute to conveying commission members’ intentions to the secretariat and relevant agencies.”

This account presents support staff as intermediaries who relay members' requests to the secretariat and external agencies. It supports a finding about their perceived liaison role, but does not by itself demonstrate an effect on legislative, budgeting, or oversight outcomes.

The interviews also indicate a reported gap in formal preparation for this role:

"Specifically, there has been no training or capacity building for commission support staff related to improving communication effectiveness or board duties."

When asked for a recommendation, a participant called for "training and development related to improving communication effectiveness or board duties." Taken together, these statements identify a capacity-building need from the participants' perspective. The manuscript does not provide evidence to determine whether training would resolve the scheduling and message-visibility problems described above

Factors Supporting and Inhibiting the Effectiveness of Communication for Commission Support Staff

Supporting factors for the effectiveness of communication of the commission's accompanying staff include staff competence, the ability to build persuasive and empathetic communication, the existence of an effective bridge between the center and beneficiaries, a strong organizational structure and discipline, as well as technological support and infrastructure innovation. The following are details of these supporting factors, Staff Characteristics and Competence, The availability of competent staff according to educational background in each sub-section greatly supports the effectiveness of communication and overall performance. Characteristics of effective staff in communication include openness, empathy, supportiveness, positiveness, and equality. Meanwhile, according to experts, the competency of communication effectiveness includes understanding the message (communicator and communicant), the ability to influence attitudes, and enjoyment in interactions. In addition, according to Payne, communication competency consists of knowledge, skills, and communication motivation. Staff characteristics, Openness in responding to all forms of information. Empathy, the ability to feel what others feel. Supportiveness, A supportive attitude in the communication process.

Positiveness, A positive attitude in interactions. Equality, Communication based on equality between communicating parties. Effective communication competency according to experts. Understanding, the communicator successfully conveys the message accurately, and the communicant is able to understand it correctly (Kang & Tak, 2021; Suh & Battaglio, 2022). Influence on attitude, there is a change in behavior or attitude in the communicant after receiving the message. Pleasure, the communication process takes place in a pleasant atmosphere and can foster human relationships. Credibility, the credibility of the communicator is closely related to the trust of the message recipient. Knowledge, Skills, and Motivation, according to Payne, communication competence includes these three aspects, where skills include empathy, adaptability, and interaction management (Fuller et al., 2021). Control Function, Motivation, Emotional Expression, and Information, according to Robbins, effective communication also means being able to carry out these four functions. Practical indicators, According to UNPAR, effective communication can be measured by practical, factual, simple, clear, and persuasive indicators. Persuasive and Empathetic Communication Skills, Companion staff who are able to build persuasive communication and show empathy to the community or clients will increase the openness of information and the satisfaction of the assisted party (Fuller et al., 2021).

Role as a Connecting Bridge, Companion staff function as an effective information liaison, both from the leadership or center to the beneficiary (KPM), or vice versa, so that information flows smoothly (Brandsma & Otjes, 2024; Karabaa et al., 2023). Organizational Structure and Leadership: A strong organizational structure, maintained discipline, and effective leadership roles are essential foundations for effective communication and performance within a commission or organization (Jacobsen & Salomonsen, 2021; Whetsell et al., 2021). Technological and Infrastructure Support: Innovation and the development of infrastructure, particularly the

use of technology, can improve the effectiveness of internal communication and the performance of support staff (Altwaijri & Zhang, 2023; Beniušis, 2023). Factors inhibiting the effectiveness of communication among support staff at the Takalar Regency DPRD Secretariat include: Psychological Barriers: Attitudes and behaviors, prejudice, a priori (emotionally based) attitudes, egocentrism, or dissatisfaction among staff can hinder open and effective communication (Fuller et al., 2021; Bachmann & Quispe Bravo, 2021). Emotional states, emotional instability in both the communicator and the recipient, can influence how messages are received and understood. Lack of skills, limited listening skills, inadequate mastery of communication techniques, or errors in judgment can reduce communication effectiveness (Kang & Tak, 2021; Lee et al., 2022). Organizational Barriers: An inflexible or overly hierarchical organizational structure can slow the flow of information and create barriers to communication (Whetsell et al., 2021; Davoudi & Johnson, 2024). Information Filtering: Information that is filtered or manipulated as it moves from one level to another within the organizational structure can alter the original meaning. Lack of Clarity of Vision: A lack of emphasis on the organization's vision and mission can lead to staff not having the same understanding, hindering cohesive communication (Jacobsen & Salomonsen, 2021). Cultural Barriers: Differences in background, education, experience, and culture between individuals can affect how they communicate and interpret messages.

Implementation of Commission Assistance Staff Duties: Information Provision: Assistance staff are still unable to provide relevant, accurate, and timely information to commission members, whether through written reports, presentations, or informal communication (Brandsma & Otjes, 2024; Ommundsen, 2023). Meeting and Discussion Facilitation: Assistance staff are quite effective in assisting commission members in preparing meetings and facilitating discussions. However, summarizing the results of these meetings still takes time due to the limited availability of recording equipment, resulting in delays in the preparation of meeting minutes. Advocacy and External Communication: In this case, Civil Servant (ASN) assistance staff assist commission members in communicating with external parties, such as relevant agencies, the public, or NGOs, to convey information, advocate for community interests, or garner support for a policy (Leston-Bandeira & Siefken, 2023; Serra-Silva, 2022). Data and Documentation Management: Assistance staff are quite effective in managing data and documentation, ensuring that commission members can easily access the information they need (Ommundsen, 2023; Brandsma & Otjes, 2024). The performance of the Commission Assistance Staff in each Commission at the Takalar Regency DPRD Secretariat includes technical and administrative support and facilitation for commission members in carrying out legislative, budgetary, and oversight duties within their respective areas (Christiansen et al., 2021; Ambasa et al., 2024). The main performance details of the Commission's accompanying staff and Secretariat staff at the Takalar Regency DPRD Secretariat are as follows: Administrative and secretarial support is centralized in the General and Session Sections. The accompanying staff only report on the activities of Commission members, including the visit schedule and meeting schedules decided by the Commission. Administratively, scheduling and correspondence for Commission members are centralized in the Session Section. This includes preparing documents, minutes, and minutes for Commission meetings, as well as managing archives and data relevant to the Commission's duties (Christiansen et al., 2021).

Research and analysis support: conducting research and collecting data related to issues within the Commission's scope, analyzing and evaluating data, and identifying key issues for discussion in Commission meetings. Preparing materials, papers, and manuscripts for Commission members, including drafting the DPRD's main ideas, is centralized in the Session Section (Ommundsen, 2023; Patra, 2024). Facilitating commission activities, assisting in the planning and implementation of hearings (RDPs), working visits, and recesses, facilitating dialogue or hearings between commission members and local government officials and the community, managing incoming community aspirations and assisting commission members in following up on them. This is entirely the responsibility of the Commission's Support Staff (Serra-Silva, 2022; Leston-Bandeira & Siefken, 2023). Assisting in policy formulation, assisting commission members in discussing and drafting draft regional regulations (perda) and draft

DPRD decisions, preparing supporting materials related to budget discussions within the commission's purview for submission to the Budget Committee, assisting in the preparation of DPRD oversight reports, and the duties of the trial section (Patra, 2024; West, 2024). Coordinating and maintaining inter-institutional relations, coordinating commission activities with other work units within the DPRD Secretariat and related agencies, serving as a liaison between commission members and constituents, organizations, and other stakeholders (Davoudi & Johnson, 2024; Rukanova et al., 2023). Duties of the Commission's Support Staff

Key points in the effectiveness of communication by the Commission's Support Staff in supporting the duties of Takalar Regency DPRD members, based on general principles of effective communication and the role of DPRD staff; Delivery of Information that is Accurate, Relevant, and Timely. Here, the accompanying staff can ensure that commission members receive data, analysis results, and documents needed for decision-making (such as Regional Regulation Drafts and Regional Budgets) completely and on time (Ommundsen, 2023; Eldes et al., 2024). Information must be specific to the scope of the Commission's duties, which may relate to public welfare or other related areas, to minimize errors and confusion. Clarity and Accuracy of Information: The accompanying staff must ensure that all information conveyed whether research data, policy drafts, or meeting schedules is accurate, relevant, and easy to understand. Clarity in the delivery of data and in-depth analysis allows DPRD members to make informed decisions and argue effectively in meetings (Eldes et al., 2024; Patra, 2024). Responsiveness and Timeliness: DPRD members often require information immediately, especially during commission meetings or plenary sessions. Responsive accompanying staff who are able to provide the necessary data or documents on time are crucial to ensuring that council members can carry out their duties without unnecessary bureaucratic obstacles (Brandsma & Otjes, 2024; Ommundsen, 2023).

The accompanying staff or expert staff in the DPRD's Government and Legal Affairs Commission is tasked with providing expert (substantial) and administrative support to commission members in carrying out their oversight functions. The accompanying staff helps ensure that council members have the data, analysis, and materials necessary to conduct checks and balances on regional executives in the government and legal sectors (West, 2024; Eldes et al., 2024). Objects overseen by the commission and supported by accompanying staff include the Implementation of Regional Regulations (Perda) and the Regional Revenue and Expenditure Budget (APBD), including their implementing regulations, within the scope of government and legal fields. Regional Government Policies related to governance, general administration, law, and public order. Partner Regional Apparatus Organizations (OPDs), such as the Regional Secretariat (legal, government, organizational, etc. divisions), the Regional Personnel Agency, the Inspectorate, the Public Order Agency (Satpol PP), the Population and Civil Registration Agency, and the Office of National Unity and Politics (Kesbangpol), follow-up on audit results from the Supreme Audit Agency (BPK) related to the commission's scope of duties, the implementation of government affairs within the region's authority, and other obligations in accordance with laws and regulations. Public aspirations related to governance, law, order, and licensing issues are then discussed and followed up (Keppel, 2023; Maricut-Akbik, 2021). The task of the commission's assistant staff (or expert staff) in the Economic and Financial sector is to provide expert (substantial) support, administration, and facilitation to commission members in carrying out their legislative, budgetary, and oversight functions.

The following are details of their main duties: Expertise and Substantive Support for Preparing Meeting Materials: Preparing materials, data, and documents required for working meetings, hearings (RDP), and working visits (kunker) related to economic, financial, banking, taxation, and investment issues. Conducting in-depth analyses of draft regional regulations (Perda) or draft laws (RUU), regional (or central) government policies, and regional financial reports, and providing input or recommendations to commission members (Patra, 2024; Ommundsen, 2023). Monitoring the implementation of approved policies, evaluating the performance of programs and projects in the economic and financial sectors, and compiling evaluation reports. Conducting research and studies on strategic issues in the economic and

financial sectors to support data-driven decision-making and policy formulation (Ambasa et al., 2024; Ommundsen, 2023). Administrative and Operational Support: Administrative Management: Managing all administrative needs of the commission, including correspondence, document archiving, and financial reporting. Agenda Preparation: Assisting in scheduling and preparing agendas for commission activities, such as meetings, hearings, and working visits.

Activity Facilitation: Accompanying commission members on various activities, including working visits, and ensuring all accommodation and technical needs are met, in coordination with the council secretariat. Report Preparation: Compiling meeting minutes, minutes, and written reports on the results of the commission's duties for submission to the leadership of the Regional People's Representative Council (DPRD/DPR). In summary, commission support staff serve as vital support, ensuring the smooth running of council members' political and administrative activities in carrying out their duties and oversight functions in the economic and financial sectors (Christiansen et al., 2021; Brandsma & Otjes, 2024). The duties of support staff in the Commission for Development and Public Welfare include administrative support, political facilitation, report preparation, and overseeing the operational activities of commission members in carrying out their legislative, oversight, and budgeting functions. Specifically, these duties include: Administrative Support: Preparing various administrative needs for meetings, working visits, and other commission activities, including managing accommodation and financial reporting and Accountability Letters (SPJ). Assisting council members with political and technical aspects related to the commission's areas of responsibility, such as regional development, public welfare, education, health, social affairs, labor, and the environment. Assist in preparing agendas, meeting materials, and preparing written reports on the results of commission tasks for the council leadership. Accompany commission members in various activities, such as working meetings, public hearings, and field visits. Assist in receiving, collecting, discussing, and following up on aspirations from the public or commission partners. Serve as a communication liaison between commission members, executive partners (relevant Ministries/Agencies), and other legislative bodies (Leston-Bandeira & Siefken, 2023; Campos-Domínguez & Ramos-Vielba, 2022). Commission support staff play a crucial role in supporting activities and ensuring the smooth, effective and efficient execution of commission tasks. Condition of Commission Support Staff in each Commission at the Takalar DPRD Secretariat.

The commission assistant staff at the Takalar DPRD Secretariat face various conditions and challenges that affect their performance and well-being. Some problems that often arise are that commission staff often have a high workload because they have to serve the needs of council members. This is especially true if staff are assigned tasks simultaneously with other Council Members. They are responsible for assisting with administrative tasks, research, report preparation, and assistance when council members are on working visits or recess. Commission staff in each commission at the Takalar Regency DPRD Secretariat face problems with a lack of adequate facilities and work tools, such as a lack of work equipment, cramped workspaces, or other supporting facilities such as the lack of recording equipment during Commission meetings in the Commission room as needed for Minutes when preparing Meeting Reports, so that the preparation of Minutes Reports and minutes of meeting results is sometimes hampered because the process of making them sometimes passes the schedule desired by the Council. The limited number of staff, both ASN and non-ASN, makes the workload even more piling up. Council assistant staff, especially honorary staff, sometimes experience delays in honorarium payments in accordance with budget availability. Commission staff are also at risk of workplace conflicts, one of which is the issue of official travel, which is sometimes monopolized by staff who have family ties with Commission Members. Lack of coordination between council members and commission staff often hampers performance. Staff may not be able to fully support council members if the council members themselves do not understand the role of secretariat staff. This is evident when planning official trips, the destination of the visit often has to be changed several times due to a lack of coordination between the staff and Commission Members (Sholikhah et al., 2022; Huang et al., 2022; Davoudi & Johnson, 2024).

Inappropriate assignments, at the Takalar DPRD Secretariat, some staff are placed in positions that do not align with their educational background or expertise. This can affect professionalism and productivity. Limited competence and low staff competency, particularly regarding the operation of equipment and information technology, are obstacles to carrying out their duties. Implications for performance: these conditions not only impact staff welfare but also affect the overall performance of the DPRD Secretariat in serving Council Members and the public. Poor coordination and a lack of facilities can hinder the effective implementation of legislative duties. The DPRD Secretariat needs to take strategic steps, such as improving work facilities, providing training, and ensuring more intensive communication between leadership and staff, to address these challenges. Effective communication between commission assistants and DPRD commissions is key to the successful implementation of the DPRD's duties and functions in realizing good governance and quality public services. By understanding and applying these communication theories, commission assistant staff can improve their communication effectiveness, which in turn will support the performance of commission members in carrying out their duties and authorities. Therefore, research on the effectiveness of communication among commission assistants within DPRD commissions has significant benefits, both for the development of science and for improving the performance of the DPRD in carrying out its duties and functions.

CONCLUSION

Communication between commission support staff and Takalar Regency DPRD members is considered quite effective in supporting the implementation of council duties, particularly in the provision of data and administration. Messages and information are conveyed effectively, and support objectives are achieved, as measured by indicators such as openness, empathy, and feedback. Support staff play a vital role, not only in administrative matters, but also in political and conceptual aspects, including preparing agendas, meeting materials, and financial reports (SPJ). Their strong performance often leads council members to retain them in their positions. Although quite effective, several barriers remain, such as the potential for miscommunication due to high workloads or the lack of structured formal communication channels outside of daily duties. The effectiveness of this communication directly contributes to the smooth functioning of the Regional People's Representative Council (DPRD), including its legislative, oversight, and budgetary functions in Takalar Regency.

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