

Optimizing Internal Communication for Leadership Service Delivery in Local Government

Wa Ode Suci Fitriani *, Muhammad Hidayatullah, Harry Fajar Maulana

Department Communication studies, Universitas Muhammadiyah Buton, 973728, Indonesia

*Corresponding author's email: zahiyusuci@gmail.com

ABSTRACT

Keywords

Internal communication; public sector communication; leadership service; government protocol; team cohesion; local government efficiency; communication tools

This study focuses on analyzing the internal communication patterns within the Protocol and Leadership Communication Section (PROKOPIM) of the Baubau City Regional Secretariat, with the aim of enhancing leadership service delivery. The research employed a qualitative, descriptive approach, utilizing in-depth interviews, observations, and document analysis. The study reveals that effective internal communication, characterized by intensive coordination, well-structured scheduling, two-way communication to resolve issues, adherence to protocol, and strong team cohesion, is essential for the smooth execution of leadership tasks. Findings indicate that communication tools such as WhatsApp and social media play a vital role in ensuring timely coordination, while regular briefings improve transparency and alignment. The study contributes to the literature by exploring the specific communication dynamics within local government organizations and their impact on leadership efficiency. The findings have practical implications for improving communication strategies in the public sector. Future research could focus on the role of digital communication platforms in enhancing public sector communication and examine the broader applicability of these findings in other local government settings.

1. Introduction

Effective internal communication plays a pivotal role in the functioning of any organization, especially in the public sector, where coordination, efficiency, and the smooth implementation of leadership tasks are paramount. The growing emphasis on transparent, responsive communication within public institutions reflects the need to streamline processes and improve governance. In local government structures, internal communication not only ensures that policies and decisions are transmitted efficiently from the leadership to the operational staff but also fosters an environment conducive to collaboration and swift decision-making. As government institutions increasingly deal with complex administrative and political environments, understanding the nuances of internal communication becomes essential to improve organizational effectiveness and service delivery.

This research focuses on the internal communication patterns within the Protocol and Leadership Communication Section (PROKOPIM) of the Baubau City Regional Secretariat. PROKOPIM is a crucial unit within local government, responsible for supporting leadership services through various tasks, including scheduling, public relations, documentation, and coordination. The importance of this department is underlined by its role in bridging communication between the city leadership (Mayor and Deputy Mayor) and the various public and administrative stakeholders. Despite its strategic role, the unit faces challenges related to the effectiveness of internal communication, which can impact the efficiency of service delivery. Previous studies suggest that communication breakdowns within governmental bodies lead to delays, misunderstanding of instructions, and

diminished work coordination, all of which can affect the quality of service to the public and hinder leadership efficiency (Lee & Yue, 2020).

Internal communication, particularly in government organizations, remains an underexplored topic, especially in the context of local governments in Indonesia. Recent research emphasizes the role of internal communication in improving public sector innovation and adaptation to changes, such as digital transformation and green governance (Liaskopoulou, A., Papadopoulos, I., Kokkinopoulou, E., & Vrontis, D. (2025)). However, many studies fail to address the specific internal communication dynamics in the context of leadership support and service delivery. Therefore, this study seeks to fill this gap by analyzing the internal communication patterns in PROKOPIM, with a focus on their impact on the quality and timeliness of leadership services. This research is critical in understanding how internal communication can be optimized to support the effectiveness of leadership in local government, particularly in a digital age where real-time communication and decision-making are essential (Fajar Maulana dkk., 2025; Suherman dkk., 2025).

The importance of this study extends beyond the local context of Baubau City. As public administration faces increasing pressure to improve transparency, accountability, and efficiency, understanding the patterns of internal communication that enable effective leadership becomes crucial. Previous studies highlight the need for an integrated communication strategy that aligns the leadership with the operational units to ensure that decisions are implemented effectively Redding, W. C., & Sanborn, G. A. (1964). The ability of PROKOPIM to manage both top-down and bottom-up communication is a key determinant of the effectiveness of leadership service delivery in Baubau City. Furthermore, as communication shifts to more digital platforms, there is a pressing need to investigate how these platforms influence the dynamics of leadership communication and decision-making.

While existing literature provides valuable insights into the importance of internal communication in enhancing public sector performance, there remains a lack of detailed analysis of how communication structures within public sector organizations—such as the Protocol and Leadership Communication Section—can directly influence leadership effectiveness. In particular, the role of technology and digital platforms in facilitating or hindering communication flow in such settings has not been fully explored. Studies by Staliūnas, J., & Stasiukynas, A. (2025) and (Lee & Yue, 2020) suggest that well-managed internal communication systems can foster organizational resilience and improve public service delivery, but these studies do not directly address the internal communication mechanisms in specific units like PROKOPIM. Therefore, this study contributes by specifically examining the communication structures and their effectiveness in Baubau's local government context.

In exploring the internal communication patterns within PROKOPIM, this research also considers the broader theoretical frameworks that link communication processes to organizational outcomes. Theories of organizational communication emphasize that communication is not merely about transmitting information but also about creating shared understanding and meaning Redding, W. C., & Sanborn, G. A. (1964). Effective communication within organizations, particularly those involved in public service delivery, can ensure that leadership tasks are completed on time, that staff coordination is streamlined, and that leadership decisions are implemented smoothly Sa'ban et al (2025). This study builds on these theoretical foundations to understand how internal communication in PROKOPIM can be optimized to enhance leadership service and improve organizational effectiveness.

Through this research, the study aims to provide both theoretical and practical contributions to the field of public sector communication. By focusing on the PROKOPIM section in Baubau, it addresses a significant gap in the literature regarding the communication dynamics of government units responsible for leadership support. The findings of this study will offer practical insights for improving communication strategies in local government bodies and inform policy recommendations for enhancing service delivery through better internal communication practices (Satria et al 2025; Suherman, A dkk., 2026).

The primary objective of this research is to analyze the internal communication patterns in PROKOPIM and assess their role in supporting leadership service tasks within the Baubau City Regional Secretariat. The hypothesis underlying this study is that effective internal communication

leads to improved efficiency and quality in leadership service delivery. This research will utilize qualitative methods, including interviews, observations, and document analysis, to explore the communication practices within PROKOPIM and how they contribute to the overall success of leadership tasks. The study will also examine the role of digital communication tools in facilitating or hindering these processes, providing a comprehensive understanding of the communication landscape in Baubau's local government.

This research is significant not only for its contribution to the theory of public sector communication but also for its practical implications for improving the functioning of government units like PROKOPIM. By identifying the strengths and weaknesses of current communication practices, this study provides actionable insights that can help local government bodies optimize their communication systems and enhance the efficiency of their leadership services. The study's findings will thus contribute to improving governance at the local level, ensuring that leadership tasks are executed more effectively, and providing a model for other regions facing similar communication challenges in the public sector.

2. Method

This study aims to analyze the internal communication patterns implemented by the Protocol and Leadership Communication Section (PROKOPIM) within the Baubau City Regional Secretariat, focusing on their role in supporting leadership service tasks. The methodology employed in this research is qualitative, following a descriptive approach that seeks to understand the communication practices and their impacts on the operational efficiency of the leadership services provided by PROKOPIM.

A qualitative approach is selected due to its suitability for exploring complex social processes and gaining a deeper understanding of the communication dynamics within the local government structure. This approach is aligned with the framework presented by *Creswell, J. W., & Poth, C. N. (2016)*, who emphasize the importance of qualitative research methods in capturing the nuances of organizational behavior and communication. The goal is to provide insights into how internal communication structures in PROKOPIM contribute to the overall effectiveness of leadership service delivery. According to *Mulyana et al. (2024)*, qualitative inquiry helps illuminate the underlying processes within organizations that quantitative approaches may overlook, particularly in understanding human interactions and communication patterns.

2.1 Research Design and Approach

The study is designed to be descriptive, focusing on capturing the essence of the communication patterns within PROKOPIM through direct observation and interviews. The descriptive nature of the research allows for a thorough examination of communication dynamics, how these patterns emerge, and how they impact leadership services. As highlighted by *Mulyana et al. (2024)*, descriptive research is essential for providing a comprehensive understanding of organizational phenomena, particularly when exploring unquantifiable elements like communication practices and relational dynamics.

The research is also guided by the principles of thematic analysis, which will be used to identify and interpret key themes in the data collected. This approach is beneficial for recognizing recurring patterns in the communication processes, as emphasized by *(Creswell, J. W., & Poth, C. N. (2016))*. It allows the researcher to systematically categorize and analyze data from interviews, observations, and documents to uncover the underlying themes that shape communication practices in PROKOPIM.

2.2 Data Collection Methods

2.2.1 In-Depth Interviews

One of the primary data collection methods used in this study is in-depth interviews. These interviews will be semi-structured, following an interview guide that explores various aspects of internal communication within PROKOPIM. The semi-structured format is chosen to allow flexibility in exploring new topics that may emerge during the interviews, ensuring a comprehensive understanding of the participants' experiences and perspectives on internal communication. According to *Anwar, S. R., & Fadillah, D. (2024)*, in-depth interviews are particularly effective in

gaining insights into the subjective experiences of individuals within organizations, making them ideal for understanding the communication dynamics at play in PROKOPIM.

The interviewees will include key personnel from PROKOPIM, including leadership (e.g., the Mayor and Deputy Mayor), heads of sub-sections, sub-coordinators (e.g., Protocol, Documentation, and Communication), and operational staff. These participants are directly involved in the internal communication processes and provide valuable insights into how communication impacts leadership tasks and service delivery. The interviews will explore their experiences with communication tools, decision-making processes, and how information is exchanged between leadership and staff.

2.2.2 Observations

In addition to interviews, direct observation will be conducted within PROKOPIM to gather contextual data on communication practices. Non-participant observation will be employed to ensure that the researcher does not interfere with or influence the natural communication processes within the organization. Observations will focus on daily activities, team meetings, coordination efforts, and the use of communication tools such as WhatsApp groups and other digital platforms. The role of digital communication tools in facilitating or hindering communication will be a key aspect of the observation, as highlighted by (Liaskopoulou, A., Papadopoulos, I., Kokkinopoulou, E., & Vrontis, D. (2025), who emphasized the impact of digital transformation on public sector communication.

The goal of the observation is to understand how internal communication is operationalized in real time and how it aligns with the narratives provided during interviews. This method will help identify discrepancies or alignments between stated communication practices and actual behaviors within the organization.

2.2.3 Document Analysis

Document analysis will be another key data collection method in this research. The researcher will examine official documents, reports, schedules, and communication records within PROKOPIM to complement the data obtained from interviews and observations. These documents will include organizational charts, communication guidelines, meeting minutes, and event planning materials, which are integral to the functioning of PROKOPIM. Document analysis will help verify the information gathered through interviews and observations, providing additional insights into the formal communication structures within PROKOPIM.

Documents related to the policies and regulations governing PROKOPIM, such as the Peraturan Menteri Dalam Negeri Nomor 56 Tahun 2019 and Undang-Undang Nomor 9 Tahun 2010, will also be reviewed to understand the formal framework within which internal communication operates. As noted by Purwanto et al (2025), official regulations and documents provide a structured context for communication processes, guiding how information is disseminated and managed within public institutions.

2.3 Data Analysis Techniques

The data analysis process will be conducted in several stages to ensure a thorough understanding of the communication patterns and their implications for leadership service delivery. The following techniques will be employed:

2.3.1 Thematic Analysis

Thematic analysis will be used to identify, analyze, and report patterns (themes) within the data. This technique is suitable for the research as it allows the researcher to recognize the main communication practices and issues that affect leadership services. According to *Creswell & Poth (2016)*, thematic analysis is particularly effective in qualitative research for identifying key themes across different data sources. The analysis will focus on recurring patterns related to coordination, decision-making, communication tools, and team collaboration. These themes will be contextualized within the theoretical frameworks of organizational communication and public service delivery, as discussed in the literature review.

2.3.2 Data Reduction

Data reduction will be used to simplify and condense the data collected from interviews, observations, and documents. This process involves selecting, focusing, and summarizing the

relevant data that align with the research objectives. By filtering out irrelevant data, the researcher will be able to concentrate on the most important aspects of communication that impact leadership service. Data reduction is essential for managing the large amount of qualitative data generated in this study and for ensuring that the analysis remains focused and relevant to the research questions.

2.3.3 Data Display

After reducing the data, it will be displayed in a way that allows for easy interpretation and comparison. The data will be presented in narrative form, highlighting the key findings from each interview, observation, and document analysis. According to *Mulyana et al (2024)*, data display is critical in qualitative research as it provides a clear and coherent representation of the findings, making it easier to identify connections, discrepancies, and trends within the data.

2.3.4 Triangulation

To ensure the validity and reliability of the findings, triangulation will be used. This method involves comparing data from multiple sources—interviews, observations, and documents—to check for consistency and accuracy. As noted by *(Creswell & Poth (2016))*, triangulation helps to confirm the findings and reduce biases, ensuring that the conclusions drawn are well-supported by the data. The triangulation process will allow the researcher to cross-check the results and provide a more comprehensive understanding of the internal communication patterns in PROKOPIM.

3. Result and Discussion

This The analysis of the internal communication patterns at the Protocol and Leadership Communication Section (PROKOPIM) of the Baubau City Regional Secretariat revealed several key themes that significantly impact the effectiveness of leadership service delivery. The study identified five main themes, each reflecting an aspect of internal communication that contributes to the coordination, organization, and execution of leadership tasks. These themes are: Coordination and Internal Communication, Time Management and Task Execution, Resolving Barriers and Information Overlap, Protocol and Event Orderliness, and Team Cohesion. The following sections provide a detailed exploration of these themes and their implications for leadership service delivery.

3.1 Presenting the Results

3.3.1 Coordination and Internal Communication

The first and most prominent theme identified was the role of coordination and internal communication in ensuring the effective execution of leadership tasks. A key finding from the study is the intensive communication that occurs between leadership and staff, facilitated by tools like WhatsApp and social media platforms. These tools enable timely coordination of the Mayor's agenda, ensuring that leadership tasks are aligned with operational activities. The use of communication platforms helps synchronize schedules and provides immediate feedback, reducing the risk of miscommunication or delays in task execution.

Additionally, regular briefings at the start of each activity were found to play a critical role in enhancing coordination. These meetings serve as a foundation for collaboration among team members and are crucial in ensuring that all parties involved are on the same page regarding their roles and responsibilities. The process of shared decision-making during these briefings contributes to an environment where communication is not merely top-down but involves input from various stakeholders, ensuring transparency and effective coordination. According to Redding, W. C., & Sanborn, G. A. (1964), this type of collaborative communication is essential for achieving organizational goals and enhancing the flow of information throughout the hierarchy.

The study also found that the internal communication structure within PROKOPIM fosters a strong sense of coordination, with staff members actively engaging in decision-making processes and contributing to strategic planning. This collaborative approach is in line with findings by Lee & Yue, 2020), who emphasized that effective communication within public organizations enhances organizational identification and operational efficiency by ensuring that all members understand and contribute to the overall objectives.

3.3.2 Time Management and Task Execution

The second key theme that emerged was the importance of time management and task execution. The findings reveal that a well-structured scheduling system is vital for ensuring the timely execution of leadership tasks. The scheduling and arrangement of activities are carried out well in advance, with leadership tasks typically scheduled two days before the event. This proactive approach helps avoid last-minute rushes and ensures that leadership services are provided on time and in accordance with the plans.

The efficient management of time and coordination of events is essential for maintaining the professionalism of leadership service. Each task and event are meticulously planned to ensure that all activities involving the leadership are executed smoothly and on time. The importance of time management in public sector organizations, particularly in the context of leadership services, aligns with the findings of (Lee & Yue, 2020), who noted that proper scheduling and time management improve the efficiency of governance by reducing delays and improving coordination across departments.

3.3.3 Resolving Barriers and Information Overlap

Another important theme identified was the role of communication in resolving barriers and preventing information overlap. A key feature of effective communication in PROKOPIM is the use of two-way communication to address technical challenges and operational issues. When discrepancies arise, staff members communicate directly with leadership to clarify any confusion and resolve issues swiftly. This dynamic ensures that activities continue to run smoothly, even when unexpected issues emerge.

The ability to address technical issues and resolve operational hurdles in real-time is crucial for maintaining the continuity and efficiency of leadership tasks. The study found that clear and open communication allows PROKOPIM to handle operational problems more effectively, with staff members able to provide immediate feedback to leadership. This two-way communication mechanism is consistent with the findings of Mazzei, A., Quaratino, L., & Ravazzani, S. (2021). who argued that open communication helps resolve issues quickly, leading to better outcomes for public sector organizations.

Moreover, the study highlighted that the presence of clear communication channels reduces the likelihood of overlapping information. This ensures that each unit within PROKOPIM is aware of its responsibilities and the roles of other units, thus minimizing confusion and redundancy. The reduction of information overlap enhances task clarity and allows for more effective coordination, which in turn supports the timely delivery of leadership services.

3.3.4 Protocol and Event Orderliness

The fourth theme that emerged was the importance of protocol and event orderliness. In PROKOPIM, protocol adherence and the orderly management of events are fundamental to maintaining professionalism and ensuring that leadership services meet the standards expected of public officials. The study found that the strict adherence to established protocols during events ensures that all activities are well-coordinated and conducted smoothly.

This commitment to protocol extends to the coordination of official events, including guest reception, speech preparation, and documentation. The role of protocol in public service delivery cannot be overstated, as it helps to create a professional image for the leadership and strengthens the relationship between the government and the public. According to Darlan et al (2024), proper protocol management helps establish credibility and trust with the public, which is essential for effective governance.

By ensuring that events are carried out according to established protocols, PROKOPIM contributes to a positive image of the leadership and reinforces the professionalism of the local government. This process aligns with the regulatory frameworks set forth in the Indonesian government's Protocol Law (Undang-Undang No. 9 Tahun 2010), which emphasizes the importance of maintaining decorum and respect in official functions.

3.3.5 Team Cohesion

Finally, the study revealed that team cohesion plays a critical role in the effectiveness of internal communication. The cohesiveness of the team within PROKOPIM was found to directly influence the speed and accuracy of communication. When staff members work collaboratively and respect each other's roles, communication flows more smoothly, leading to quicker decision-making and more efficient task execution.

The strengthening of team collaboration within PROKOPIM enhances overall communication effectiveness. By fostering a culture of mutual respect and collaboration, PROKOPIM has been able to streamline its internal communication processes, reducing delays and improving the quality of leadership service delivery. This finding supports the work of Goldhaber, G. M. (1993), who emphasized that team cohesion is vital for organizational efficiency and effective communication. When teams are aligned and work well together, they are better equipped to handle the challenges that arise in the course of their work, leading to more effective leadership services.

3.3.6 Key Findings and Implications

The key findings from this study underscore the importance of effective internal communication in supporting leadership services at the Baubau City Regional Secretariat. The study found that clear and structured communication practices within PROKOPIM lead to more efficient task execution, better time management, and improved service delivery. Furthermore, the use of digital communication tools, adherence to protocol, and strong team cohesion were all found to contribute to the effectiveness of internal communication and the successful implementation of leadership tasks.

The study's findings align with previous research that has highlighted the critical role of internal communication in improving organizational performance in public sector institutions (Lee & Yue, 2020; Liaskopoulou (2025)). By focusing on the internal communication patterns at PROKOPIM, this research provides valuable insights into how communication structures within local government units can be optimized to improve leadership service delivery and organizational efficiency.

3.2 Create a Discussion

The results from this study reveal important insights into the internal communication patterns of the Protocol and Leadership Communication Section (PROKOPIM) of the Baubau City Regional Secretariat. As identified, the key themes—Coordination and Internal Communication, Time Management and Task Execution, Resolving Barriers and Information Overlap, Protocol and Event Orderliness, and Team Cohesion—play a critical role in ensuring the efficient delivery of leadership services. This discussion delves into the implications of these findings, relating them to existing literature and drawing comparisons with previous studies in the context of public sector communication.

3.2.1 Coordination and Internal Communication

Effective internal communication serves as the backbone of any organizational operation, particularly in public administration. The study's findings on the intensive communication between leadership and staff, using tools such as WhatsApp and social media, are consistent with Redding, W. C., & Sanborn, G. A. (1964) assertion that internal communication in organizations is a critical factor for achieving organizational goals. Communication platforms such as these provide real-time updates, enabling leaders and staff to stay aligned on various activities, ensuring that leadership agendas are coordinated effectively. This coordination is vital in the public sector, where delays or miscommunication can result in inefficiencies and confusion (Lee & Yue, 2020).

The importance of regular briefings as an initial coordination step was highlighted in the results, which aligns with the work of (Lee & Yue, 2020), who emphasize that consistent communication among team members and leaders helps in aligning activities and ensuring that the team is prepared for the tasks ahead. By having a regular space for coordination, PROKOPIM can mitigate the risks of miscommunication and confusion, which are common in top-down communication models where lower-level staff may feel disconnected from decision-making processes.

Moreover, the decision-making process within PROKOPIM, as described by the participants in this study, highlights the benefit of shared decision-making in improving transparency and ensuring that all stakeholders are involved in the process. This model reflects the ideal of upward and downward communication flows, where feedback is encouraged from all levels of the organization, fostering an environment of mutual respect and collective responsibility Goldhaber, G. M. (1993).

3.2.2 Time Management and Task Execution

The study emphasized that well-organized time management and structured scheduling are essential for the smooth execution of leadership tasks. This theme directly correlates with findings from Lee & Yue, (2020) who argue that a clear scheduling system in government organizations helps to streamline operations, reduce last-minute delays, and ensure that public service delivery is timely and effective. The structured time management approach at PROKOPIM, where leadership tasks are scheduled well in advance, ensures that all events and activities involving the leadership occur according to plan.

The ability to maintain strict schedules and the foresight of organizing events two days in advance also highlights the importance of forward-thinking in administrative operations. This method of scheduling not only ensures that leadership tasks are timely but also contributes to the overall professionalism of the government office, as described by Darlan et al.(2024), where well-organized public service functions reflect positively on the leadership and its ability to govern effectively.

3.2.3 Resolving Barriers and Information Overlap

Resolving barriers and information overlap emerged as another crucial theme in this study. The findings underscore the importance of two-way communication in addressing technical difficulties and operational challenges. The ability to quickly resolve issues and provide clarification through open communication channels between leadership and staff is vital for the success of any event or task (Mazze et al., (2021). Two-way communication fosters a collaborative environment where staff members feel comfortable providing feedback, allowing for swift resolution of problems before they escalate. This communication strategy aligns with the SERVQUAL model of service quality proposed by Parasuraman et al. (1988), which emphasizes the importance of clear and open communication in improving service delivery. In the context of PROKOPIM, effective internal communication acts as a facilitator for resolving operational barriers and improving the overall quality of leadership services. Additionally, by addressing overlapping information quickly, PROKOPIM is able to maintain clarity and avoid confusion, which is often a source of inefficiencies in governmental operations (Purwanto et al., (2025). Furthermore, the study revealed that the communication flow within PROKOPIM reduces the occurrence of task redundancy, where multiple units may unknowingly work on the same task. By ensuring that all members of the team are aligned through consistent communication, the team avoids unnecessary duplication of efforts and ensures that each task is completed effectively and on time.

3.2.4 Protocol and Event Orderliness

A major takeaway from this research is the critical role that adherence to protocol plays in ensuring orderliness and professionalism in leadership service events. The study found that events organized by PROKOPIM are executed according to strict protocols, ensuring that each event is carried out with precision and professionalism. This finding is consistent with the literature on the role of protocol in public administration, where adherence to formal rules is seen as essential for maintaining professionalism and credibility in public sector leadership (Darlan et al., (2024).

Properly managing the protocol of official events is crucial for ensuring that the leadership's image is maintained and that public perceptions of the government are positive. This is particularly important in local governments, where the reputation of leadership can directly affect the relationship between the government and the community. By following established protocols, PROKOPIM not only ensures that each event is executed smoothly but also strengthens the public's trust in the local leadership (Purwanto et al., (2025).

This emphasis on protocol also reduces the risk of errors during public events, which can tarnish the reputation of the leadership and the local government as a whole. By following established

procedures and coordinating events with precision, PROKOPIM contributes to a professional and effective public service delivery system.

3.2.5 Team Cohesion

Finally, the findings regarding team cohesion highlight the importance of collaboration and mutual respect among staff members in enhancing communication efficiency. When staff members within PROKOPIM collaborate effectively, communication becomes smoother, decision-making is faster, and leadership services are carried out more efficiently. This finding resonates with the work of Goldhaber, G. M. (1993), who emphasized that a cohesive team is vital for organizational efficiency, particularly in high-pressure environments like local government offices.

The positive impact of team cohesion on internal communication cannot be understated, as it helps create an environment where staff members are not only aligned with each other but also with the broader goals of the organization. By fostering a sense of teamwork, PROKOPIM has been able to enhance its internal communication practices, which in turn improves the quality of leadership services provided to the public. This aligns with the findings of Redding, W. C., & Sanborn, G. A. (1964), who argued that strong team dynamics contribute to organizational success by improving coordination, reducing miscommunication, and enhancing overall efficiency.

3.2.6 Implications for Public Sector Organizations

The findings of this study have several practical implications for public sector organizations, particularly in local government contexts. The study underscores the importance of structured and open communication in supporting leadership tasks. Local governments can benefit from adopting similar communication strategies to those used in PROKOPIM, ensuring that internal communication is not only efficient but also inclusive, transparent, and collaborative.

Furthermore, this study contributes to the growing body of literature on public sector communication, particularly in the context of local governance. It highlights the need for continuous improvement in communication practices to ensure that leadership tasks are executed efficiently and professionally. By fostering better internal communication practices, local governments can enhance the effectiveness of their leadership and improve the quality of public service delivery.

4. Conclusion

This study examined the internal communication patterns within the Protocol and Leadership Communication Section (PROKOPIM) of the Baubau City Regional Secretariat and their impact on leadership service delivery. The key findings indicate that effective coordination, structured time management, the resolution of technical barriers through two-way communication, strict adherence to protocol, and team cohesion are all critical to the efficient execution of leadership tasks. Communication tools like WhatsApp and social media enable timely coordination and decision-making, while regular briefings foster transparency and alignment. These internal communication mechanisms contribute to reducing operational inefficiencies, enhancing professionalism, and ensuring the timely delivery of leadership services.

The research contributes to the existing body of knowledge by highlighting the role of internal communication in local government organizations, specifically in the context of leadership support and service delivery. It provides practical insights into optimizing communication practices to improve governance and enhance public service effectiveness. Further research could explore the role of digital communication tools in public sector communication and investigate the potential for integrating new communication technologies to streamline leadership tasks in local government settings.

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