



Organizational Communication Patterns of PSI Jakarta in the Implementation of the Internship Program Batch 17

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ABSTRACT

This study aims to analyze the communication patterns employed in the implementation of the PSI Jakarta Internship Program Batch 17, with a focus on communication effectiveness in supporting the program's objectives. The research adopts a descriptive qualitative approach within a constructivist paradigm, which views reality as a continuously evolving human construct. Data were collected through observation, in-depth interviews, and document analysis. The research subjects comprised PSI Jakarta administrators and members directly involved in the internship program. The findings reveal three communication patterns utilized in the program's execution: formal communication, informal communication, and socialization mechanisms. Formal communication was conducted through annual and weekly work meetings, while informal communication occurred more frequently via WhatsApp and in-person office meetings. For program socialization, information was disseminated through social media platforms such as Instagram, LinkedIn, and WhatsApp Blast. The study also found that communication barriers primarily occurred among persons in charge (PICs) in terms of cross-departmental coordination. Nevertheless, communication between upper management and PICs proceeded smoothly. These findings highlight the importance of effective communication patterns in ensuring the success of political internship programs that involve multiple stakeholders with diverse roles.

Keywords: Internship Program, Organizational Communication, PSI Jakarta.

ABSTRAK

Penelitian ini bertujuan untuk menganalisis pola komunikasi yang terjadi dalam penyelenggaraan Program Magang PSI Jakarta Batch 17 dengan fokus pada efektivitas komunikasi yang mendukung pencapaian tujuan program. Pendekatan yang digunakan adalah kualitatif deskriptif dengan paradigma konstruktivisme, yang melihat realitas sebagai hasil konstruksi manusia yang terus berkembang. Data dikumpulkan melalui observasi, wawancara mendalam, dan analisis dokumen dengan subjek penelitian terdiri dari pengurus dan anggota PSI Jakarta yang terlibat langsung dalam program magang. Hasil penelitian menunjukkan adanya tiga pola komunikasi yang diterapkan dalam penyelenggaraan program ini, yaitu komunikasi formal, komunikasi informal, dan mekanisme sosialisasi. Komunikasi formal dilakukan melalui rapat kerja tahunan dan mingguan, sementara komunikasi informal lebih sering dilakukan melalui WhatsApp dan pertemuan tatap muka di kantor. Untuk sosialisasi program, informasi disebarkan melalui media sosial seperti Instagram, LinkedIn, dan WhatsApp Blast. Penelitian ini juga menemukan bahwa hambatan komunikasi lebih banyak terjadi di antara PIC dalam hal koordinasi lintas bidang. Meskipun demikian, komunikasi antara struktur atas dan PIC berjalan dengan lancar. Temuan ini memberikan wawasan tentang pentingnya pola komunikasi yang efektif dalam mendukung keberhasilan program magang politik yang melibatkan banyak pihak dengan peran yang berbeda.

Kata Kunci: Komunikasi Organisasi, Program Magang, PSI Jakarta.

INTRODUCTION

The role of youth in political participation is highly significant in shaping public policy and determining the future direction of a nation. In Indonesia, however, the engagement of young people in politics is often viewed as suboptimal, despite their considerable potential to drive social change. Millennials and Generation Z together constitute approximately 53% of the country's total population, making them the largest demographic group in Indonesia¹. Unfortunately, many young individuals still perceive politics as a complex and contentious sphere that feels disconnected from their everyday realities. This lack of interest is not only driven by limited political literacy but also by persistent negative perceptions about politics that prevail in society.

The rapid advancement of digital technology and the widespread use of social media over the past decade have significantly transformed how young people access information, including political content. Millennials, who have come of age in the digital era, tend to possess different political perspectives compared to previous generations. They are generally more critical and open to diverse political discourses. Mass media continues to play a central role in political communication, yet social media platforms, such as TikTok, Instagram, Twitter, and YouTube have emerged as the primary sources of information for today's youth. Unlike traditional media, these digital platforms facilitate real-time interaction, encourage public dialogue, and allow for the rapid dissemination of information.

In the political context, social media provides new avenues for young people to deepen their understanding of political issues, express their opinions, and actively participate in public discourse. More than 70% of Indonesian youth receive political information through social media, underscoring the significant influence of digital platforms in shaping political opinion and awareness among the younger generation².

Nevertheless, the ease of access to political information through social media also presents several challenges. Chief among these are the proliferation of misinformation and hoaxes, which can distort young people's perceptions of political realities. In addition, political apathy and a lack of civic awareness continue to hinder meaningful youth participation in political processes. Overcoming these challenges requires a more strategic and inclusive approach to digital political communication, one that not only informs but also engages and empowers youth as active political agents.

Political communication is defined as 'all political discourse', including communication by, to and about political actors or processes, including conflict³. Strategic narratives are a tool in political communication, defined as the persuasion of a target audience to adopt a sender's point of view⁴. A crucial component of digital political communication is the use of strategic narratives, designed to persuade a target audience to converge with the sender on their desired point of view⁵.

¹ Badan Pusat Statistik, *Statistik Pemuda Indonesia 2023* (Jakarta: Badan Pusat Statistik, 2023).

² Pusat Kajian Politik dan Demokrasi, *Laporan Survei Partisipasi Politik Generasi Muda di Indonesia*. (Jakarta: Pusat Kajian Politik dan Demokrasi, 2022).

³ McNair B, *An Introduction to Political Communication*. (Abingdon: Routledge, 2017).

⁴ Coticchia F Catanzaro A, *The fog of words: Assessing the problematic relationship between strategic narratives, (master) frames and ideology*. (Media, War & Conflict 15(4): 427–449, 2022).

⁵ Coticchia F Catanzaro A, *The fog of words: Assessing the problematic relationship between strategic narratives, (master) frames and ideology* (Media, War & Conflict 15(4): 427–449., 2022).

Narratives contain three key elements: an actor, setting and action, but strategic narratives also contain a suggested further action or request⁶. The effective use strategic narratives can persuade an audience that does not have personal experience with an event, making them potent forces in situations such as wars where target audiences of potential supports are unlikely to ever have been in or near live combat⁷. Narratives are also an important vessel through which to convey shared meaning and consensus – the key elements of soft power through a group's culture, values and policies⁸.

As a political organization that embraces modernity and openness, the Indonesian Solidarity Party (Partai Solidaritas Indonesia, PSI) Jakarta exhibits a distinctive approach to organizational communication compared to conventional political parties. PSI Jakarta is known for its inclusive, responsive, and digitally oriented communication style. It actively utilizes various forms and channels of communication for both internal and external purposes. Externally, PSI Jakarta capitalizes on digital platforms such as Instagram, TikTok, Twitter, and YouTube to create inclusive communication with the public. One prominent platform is *Lapor PSI*, which functions as a public complaint channel where Jakarta residents can report local issues directly to the party.

Internally, PSI Jakarta operates with a lean and flexible organizational structure consisting of a chairperson, vice-chairperson, secretary, vice-secretary, and treasurer. This streamlined structure enables two-way communication between party leaders and members while also allowing space for informal communication that supports the smooth execution of organizational activities. One program that demonstrates the application of organizational communication in practice is the Internship Program Batch 17, a regular initiative conducted by PSI Jakarta to provide young people with practical work experience and introduce them to the workings of a political organization. This three-month program offers internship opportunities in three divisions: creative and content, expert staff, and organizational development. Interns are assigned mentors who guide them throughout the program's duration.

Communication plays a central role in the implementation of this internship program, ensuring effective coordination, timely dissemination of information, clear task distribution, and regular reporting of daily activities by the interns. The communication patterns observed during the program reflect an interplay between formal communication—such as instructions from program coordinators, information dissemination through official group channels, and structured activity reporting and informal communication, which includes spontaneous discussions via private messages or internal social media interactions. This combination creates a dynamic communication environment that is particularly relevant for research in political organizations, especially given the involvement of numerous actors within a limited time frame.

Organizational communication can occur through various methods, but it is generally agreed that an organization is a social collectivity a group of individuals who work together and coordinate their activities to achieve specific goals, both personal and collective. Through the coordination of activities across different levels, an organizational structure is

⁶ Miskimmon A, O'Loughlin B, dan Roselle L, *Forging the World: Strategic Narratives and International Relations*. (Ann Arbor: University of Michigan Press., 2018).

⁷ Lundström M, Wagnsson C, *Ringin true? The persuasiveness of Russian strategic narratives*. (Media, War & Conflict 16(3): 383–400., 2023).

⁸ Miskimmon A Roselle L dan O'Loughlin B, *Strategic narrative: A new means to understand soft power*. (Media, War & Conflict 7(1): 70–84., 2014).

formed to facilitate collaboration among individuals within a broader system⁹. In political organizations, communication serves not only as an instrumental tool for conveying information or instructions but also fulfills a strategic function in shaping organizational culture, maintaining internal cohesion, and strengthening relationships with both internal and external stakeholders. Furthermore, effective communication is crucial to the successful implementation of an organization's programs. The effectiveness of communication management within an organization is largely dependent on a comprehensive understanding of the organizational structure and the ability to manage both formal and informal communication flows in a contextually appropriate manner.

Organizational communication follows distinct patterns, which can be defined as systems for delivering messages from the communicator to the recipient with the intent of influencing behavior, attitudes, or opinions. These patterns are evident in how information is transmitted and received throughout the organization. Generally, communication patterns are categorized into three types: formal communication, informal communication, and socialization mechanisms. Formal communication represents officially designated communication channels, with messages flowing downward from superiors to subordinates, upward from subordinates to superiors, and horizontally among individuals at the same organizational level. Vertical communication typically includes five types of messages: task-related instructions, explanations of task rationale, information regarding organizational policies and practices, performance feedback, and messages designed to foster a sense of responsibility and ownership in employees¹⁰.

Informal communication consists of three forms: cross-channel, lateral, and grapevine. Cross-channel communication occurs across organizational units among individuals who are neither subordinates nor superiors of one another. In this pattern, the individuals involved do not possess direct authority over each other but serve as conveyors of ideas and suggestions. They often have the flexibility to move between departments or leave their workspaces to engage in informal communication¹¹. Lateral communication refers to communication between individuals at equal levels within the organization, often taking place during committee meetings, personal conversations, break times, phone calls, or through short memos. This form of communication serves to support interpersonal relationships, mediate conflicts, and share plans and activities. Grapevine communication, on the other hand, involves unofficial messages that may be based on real events but are often difficult to verify.

The socialization mechanism refers to the media used by organizations to deliver messages, which may include both internal and external media¹².

The selection of communication media depends on several factors, such as the characteristics of the media, desired outcomes, cost and time considerations, and the cultural context in which the communication takes place. Communication channels can be divided into general media and mass media, and may be formal or informal in nature. In addition to media-based delivery, messages may also be perceived through human sensory perception.

⁹ Miller, K, *Organization Communication: Approaches and Processes* (Thomson, California, 2003).

¹⁰ McCroskey Richmon, V.P J. C, *Organizational Communication for Survival* (Boston: Allyn & Bacon, 2009).

¹¹ Faules Pace, R. D., *Komunikasi Organisasi: Strategi Meningkatkan Kinerja Perusahaan*. (Bandung: PT. Remaja Rosdakarya., 2006).

¹² Priyowidodo, G., *Communication Patterns In Decision Making: Phenomenography Approach In Malaysia's And Indonesia's Political Organizations*. (Ph.D. Thesis Unpublished). (Kedah Malaysia: Universiti Utara Malaysia, 2013).

This study aims to examine the organizational communication patterns utilized by PSI Jakarta in the implementation of Internship Program Batch 17, with a focus on how formal and informal communication channels are constructed, managed, and influence the execution of the program. In addition, the study seeks to identify communication challenges encountered during the program and to explore how the organization adapts its communication strategies to remain effective and responsive to the characteristics of its participants, most of whom belong to the digital-native generation. Through this research, it is expected that a comprehensive understanding of organizational communication practices within modern political organizations will be achieved. Moreover, the findings may serve as a reference for the development of more effective, participatory communication strategies tailored to the needs of younger generations, who are the primary target of politically educational activities.

RESEARCH METHODS

This study employs a descriptive qualitative research approach. Qualitative research is a method that utilizes words to examine and interpret data related to individuals or groups¹³. The paradigm adopted in this research is constructivism, which views reality as a product of human construction. This reality is always linked to the values and perspectives that emerge from human interpretation, and it is not fixed but constantly evolving¹⁴. Data for this study were obtained from both primary and secondary sources. The data collection methods used include observation, in-depth interviews, and document analysis. The research subjects consist of board members and active members of PSI Jakarta. The criteria used for selecting informants were based on their organizational roles and their involvement in the PSI Jakarta Internship Program Batch 17.

Data for this study were obtained from both primary and secondary sources. The data collection methods included observation, in-depth interviews, and document analysis. The research subjects consisted of board and active members of PSI Jakarta, selected based on their roles and involvement in the PSI Jakarta Internship Program Batch 17. A total of three informants were involved in this study:

1. Geraldi Wibisana as Secretary of the Regional Board (DPW) PSI Jakarta
2. Allya Natasya Aurora as Deputy Secretary of DPW PSI Jakarta
3. Milen Putira as Staff of the Creative and Content Division

This study applied the interactive model of data analysis proposed by Miles and Huberman, which includes four components: data collection, data reduction, data display, and conclusion drawing. To ensure the validity of the data, source triangulation was applied by comparing information from interviews, observations, and organizational documents (e.g., program reports, internal communications).

Direct quotations were used to reinforce key findings. For example, Informant 1 (Geraldi Wibisana) stated, *“Program ini tidak hanya jadi tempat belajar, tapi juga jadi wadah untuk mengenalkan dunia politik kepada anak muda”*, emphasizing the strategic function of the internship program as a political recruitment tool. Similarly, Informant 2 (Allya Natasya Aurora) highlighted the participatory element, saying, *“Peserta batch 17 diberi ruang lebih besar untuk menyampaikan gagasan mereka”* (Wawancara, 2024). Informant 3 (Milen Putira) also added, *“Kami melibatkan mereka langsung dalam produksi konten politik harian, jadi mereka tahu rasanya kerja politik sehari-hari, bukan teori saja”*,

¹³ Husaini Usman dan Purnomo Setiady Akbar, *Metodologi Penelitian Sosial* (Jakarta: PT Bumi Aksara, 2017).

¹⁴ Imam Gunawan, *Metode Penelitian Kualitatif: Teori dan Praktik* (Jakarta: Bumi Aksara, 2017).

underlining the practical immersion approach used in the program. These testimonies illustrate how the PSI Jakarta Internship Program Batch 17 emphasizes experiential learning and youth empowerment, supporting the findings on the program's evolving structure and its organizational significance.

This study utilizes an interactive model of data analysis proposed by Miles and Huberman, which involves four components: data collection, data reduction, data display, and conclusion drawing. To ensure data validity, the researcher applied source triangulation. Source triangulation involves verifying the accuracy of specific information by comparing data obtained from various sources¹⁵. It emphasizes the importance of identifying and understanding the reasons behind any discrepancies in the data. The sources of data may include interviews, observations, documents, photographs, field notes, archival records, and other materials. Different types of data collection often yield diverse outcomes, offering multiple perspectives on the phenomenon under investigation.

RESULTS AND DISCUSSION

After conducting a series of interviews, the researcher identified several data points aligned with the organizational communication patterns of PSI Jakarta in implementing the PSI Jakarta Internship Program Batch 17. The organizational communication patterns were categorized into three types: formal communication patterns, informal communication patterns, and socialization mechanism patterns.

Formal Communication Pattern

Every activity within a political organization follows a certain communication pattern that dictates how information is structured, delivered, and decided upon in a systematic manner. Based on the formal organizational communication approach as explained¹⁶, and supported by the theory of vertical communication, the implementation of the PSI Jakarta Internship Program Batch 17 predominantly exhibited a formal communication pattern that emphasized classical and systematic approaches¹⁷.

The planning process of this internship program began with an annual work meeting conducted face-to-face at the beginning of the year. This annual meeting functioned as a macro-level decision-making forum at the DPW PSI Jakarta level, which included the determination of strategic program priorities such as the internship initiative. Subsequent communications were maintained through regular weekly secretariat meetings that discussed technical and operational details.

These meetings were formal in nature and followed a top-down communication direction, wherein information flows from the core management (secretariat and office administration) to technical implementers and PICs (Persons in Charge)¹⁸. The initial initiative for the internship program stemmed from the DPW Secretary and other members of the office management team, who scheduled preliminary meetings with the secretariat team to deliberate recruitment targets and program needs.

Communication within the planning team of the PSI Jakarta Internship Program Batch 17 followed an organized structure and systematic flow, adhering to the principles of formal communication. The planning phase began with discussions regarding the number of participants and resource allocation, held during weekly secretariat meetings. In this forum, the DPW Secretary, who was responsible for technical planning, played a key role in

¹⁵ Imam Gunawan, *Metode Penelitian Kualitatif: Teori dan Praktik* (Jakarta: Bumi Aksara, 2017).

¹⁶ Husaini Usman dan Purnomo Setiady Akbar, *Metodologi Penelitian Sosial* (Jakarta: PT Bumi Aksara, 2017).

¹⁷ Imam Gunawan, *Metode Penelitian Kualitatif: Teori dan Praktik* (Jakarta: Bumi Aksara, 2017).

¹⁸ Freeman. Stoner, J. A. F., *Manajemen (edisi Bahasa Indonesia)*, kelima (Jakarta: Prenhallindo, 1994).

formulating the program concept and drafting the internship framework, including defining the target participant quota. Concurrently, the DPW Treasurer, in charge of financial matters, was involved in aligning the program's needs with the available budget, ensuring that all decisions were made in consideration of organizational resource limitations and priorities. According to Geraldi (W1), "*Semua kebijakan teknis program magang kami rumuskan di rapat sekretariat agar pelaksanaan sesuai dengan garis besar organisasi.*" This highlights the strong role of vertical communication in ensuring procedural uniformity.

Decisions regarding participant numbers, as well as whether specific needs such as individuals with disabilities or unique expertise were to be prioritized, were made during secretariat meetings. These decisions were not unilateral but reached through consensus among involved management members to uphold accountability and transparency in the decision-making process. In cases where quota adjustments were necessary due to technical or budgetary reasons, the agreed-upon policy was to reduce allocations from the organizational division, rather than from the Technical Experts (TA) or Creative and Content (CC) divisions. This approach recognized the strategic roles of TA and CC in supporting PSI's political activities, thus maintaining optimal allocation for these departments. With this hierarchical yet participative communication model, the internship program planning proceeded in an orderly and efficient manner, in accordance with the formal communication standards of political organizations.

In the implementation phase of the PSI Jakarta Internship Program Batch 17, several formal communication channels were utilized to ensure that the program proceeded in an orderly, structured manner aligned with organizational procedures. Face-to-face meetings, held both annually and weekly, served as the main avenues for decision-making. The annual meetings established overall policy direction and program priorities, whereas weekly secretariat meetings focused on technical updates, resolving operational challenges, and formulating concrete steps for each PIC to execute. Key decisions, such as participant numbers, execution timelines, and training frameworks were almost always determined through these meetings.

Aside from physical meetings, the "Sekretariat Bersama" WhatsApp group, which included members from both the DPW and parliamentary faction, served as a daily communication channel connecting DPW administrators, the parliamentary team, and the secretariat staff.

Although not a formal decision-making forum, this group was effective for rapid information dissemination, technical coordination, and urgent issue response. Information that had been discussed and agreed upon during formal meetings was then formalized through official documents meeting minutes, written instructions, or internal circulars, that were distributed to each PIC. These documents served as the official operational basis for each division, ensuring clarity and avoiding duplication or execution errors.

Digital formal communication was also present through PSI Jakarta's official social media channels (LinkedIn, Instagram), which functioned as a controlled, one-way dissemination platform. These media served as strategic tools for outreach and political branding, particularly targeting youth demographics. Externally, PSI Jakarta also employed formal communication channels such as their official social media accounts LinkedIn, Instagram, and other digital platforms to relay information on internship registration, selection stages, and participant activities throughout the program. Communication via social media was unidirectional and structured, aimed at reaching the public, especially younger demographics, and promoting an image of PSI as an open and professional organization. Through these diverse formal communication channels, PSI Jakarta ensured

that each stage of the internship program was aligned with the organization's vision and could be administratively accounted for.

The direction and structure of communication in the implementation of the PSI Jakarta Internship Program Batch 17 predominantly followed a vertical, top-down model, typical of formal communication patterns in political organizations. Strategic decisions were entirely in the hands of the core management of DPW PSI Jakarta, particularly the Secretary, who was responsible for technical planning, and the Chairperson, who participated in overarching organizational decisions. These key leaders defined the program's general structure, including timelines, quotas, and policy priorities related to the internship.

Once strategic decisions were made, technical implementation was delegated to PICs overseeing specific divisions such as organization, technical experts, and content creation. Each PIC developed technical requirements for their respective divisions, including participant numbers, required qualifications, and working arrangements. The participant selection process was conducted independently by each PIC based on criteria established in previous meetings. Once the selection process was completed, the results were submitted to the DPW Secretary for finalization and validation, ensuring consistency with the strategic plan and adherence to organizational policies.

Although communication primarily flowed from the top down, there was also a bottom-up flow during the evaluation and reporting phases. PICs submitted selection results, performance evaluations, and implementation challenges to the core management. Additionally, they offered feedback and suggestions for adjustments, especially when discrepancies arose between initial plans and real-world execution. This bidirectional communication pattern, though limited, played a crucial role in maintaining coordination and ensuring that decision-making remained grounded in on-the-ground realities. Thus, the communication structure of the internship program reflected a blend of top-down control and direction with bottom-up feedback for continuous improvement.

The effectiveness of formal communication in executing the PSI Jakarta Internship Program Batch 17 was considered high by the internal organizational structure. Several key factors contributed to the superiority of formal over informal communication. Firstly, both weekly and annual meetings served as primary media for delivering official updates and structured work instructions. In these meetings, each PIC received direct guidance from the core leadership, which reduced the risk of misinterpretation and ensured that all implementers clearly understood their roles and responsibilities. Moreover, crucial decisions, such as program timelines, participant quotas, and task distribution were made during face-to-face meetings, allowing room for open discussion and direct clarification of every point raised.

The strength of formal communication also lay in its ability to reinforce work commitment. Direct guidance from upper management provided strong legitimacy for decisions, thereby motivating implementers, including PICs, to carry out their responsibilities in a serious and coordinated manner. In-person directives from leadership were perceived as more authoritative and psychologically impactful than coordination via instant messaging such as WhatsApp. In terms of communication barriers, no significant obstacles were found between upper management and the PICs. Information and instructions flowed smoothly from DPW to implementers, facilitated by disciplined formal meeting routines and a clear reporting system. However, potential issues did arise among the PICs themselves, particularly in cross-divisional coordination. In several cases, overlapping resource needs or unsynchronized work schedules across divisions caused minor friction. Though relatively minor, these internal coordination issues could affect program efficiency

if left unaddressed. Consequently, strengthening horizontal communication between divisions was recommended to enhance the already effective formal communication pattern.

The formal communication strategy in the PSI Jakarta Internship Program Batch 17 was designed to support effective program management and ensure all activities aligned with the organization's vision and mission. Generally, formal communication served to advise and direct program implementers, especially PICs working in various fields. These directives were delivered by upper management through official forums such as secretariat and weekly meetings, ensuring each implementer understood their full scope of responsibilities. Furthermore, formal communication served to inform organizational policies and communicate program implementation timelines to all technical teams. By conveying structured information through meetings and official documents, all implementers had consistent work references, thereby minimizing miscommunication or field errors.

Another function of formal communication was to instruct the execution of the program in accordance with meeting decisions. These instructions were binding and became the operational guidelines for each PIC in carrying out recruitment, selection, training, and monitoring processes as directed by the organizational leadership. Lastly, formal communication was used to evaluate the recruitment and implementation processes of the internship program. Evaluations were based on regular reports submitted by each PIC to upper management through meetings or official documents. These reports enabled the leadership to assess whether the program objectives were achieved, whether implementation adhered to the plan, and to identify challenges or shortcomings that should be addressed for future batches. Therefore, formal communication in this internship program functioned not only as a directive tool but also as a strategic mechanism for program monitoring and evaluation.

The key messages conveyed through the formal communication pattern of the PSI Jakarta Internship Program Batch 17 reflect five types of vertical communication messages, which serve as crucial pillars of organizational communication¹⁹. First, information on how to conduct the selection and training of interns was delivered, including technical selection guidelines from each PIC, the training flow, and the evaluation methods used during the internship period.

These instructions were systematically conveyed during work meetings and documented internally to ensure uniform understanding among implementers. Second, the foundational rationale for the internship program as part of PSI Jakarta's contribution to fostering political awareness among youth was communicated. This message legitimized the program as a political education platform that not only introduced party operations but also offered hands-on experience for youth interested in public policy and governance. This rationale was communicated by leaders to provide an ideological and motivational framework for program implementers.

Third, formal communication also conveyed organizational policies regarding participant quotas, division of roles, and training formats to be applied throughout the program. These policy decisions were delivered vertically in secretariat meetings and then passed on by PICs to their technical teams for implementation. This ensured consistency with organizational standards and prevented deviations from the established guidelines. Fourth, performance evaluations of PICs were communicated during formal forums such as evaluation meetings. These assessments included the achievement of technical targets, inter-divisional coordination effectiveness, and the ability to resolve on-site challenges. This

¹⁹ McCroskey Richmon, V.P. J. C., *Organizational Communication for Survival* (Boston: Allyn & Bacon, 2009).

aspect of vertical communication enabled leadership to conduct performance reviews and implement improvements in the next batch.

Fifth, there was a strong emphasis on collective ownership and responsibility for program success. This message was frequently conveyed in face-to-face meetings, where organizational leaders highlighted that the internship's success depended not only on technical implementation but also on the commitment and sense of responsibility of the entire team. By consistently delivering these five types of messages through formal communication, PSI Jakarta ensured that all organizational elements understood, internalized, and executed the internship program in alignment with the party's values and goals.

From a critical perspective, while formal communication ensured structure and accountability, its hierarchical nature limited real-time adaptability and cross-divisional coordination, as also found in a similar case study of youth political movements by Priowidodo (2013)²⁰. This rigidity potentially constrains innovation and responsiveness, especially in digital-native environments that demand flexibility.

Informal Communication Patterns

In contrast, informal communication emerged organically, both in daily interactions and via digital platforms such as WhatsApp. This form of communication filled the gaps left by formal mechanisms, especially in urgent coordination and rapid decision-making. For instance, Milen Putira (W3), a member of the Creative and Content Division, explained, "*Banyak keputusan konten yang kami ambil lewat obrolan cepat di kantor atau grup WhatsApp karena sifat kerjanya dinamis.*"

The informal communication patterns in the implementation of PSI Jakarta's Internship Program Batch 17 can be analyzed using theory, which categorizes informal communication into three main types: cross-channel (communication between superiors and subordinates or vice versa), lateral (peer-to-peer communication within the same hierarchical level), and grapevine (informal or unofficial information flow within the organization). Additionally²¹, Human Resources approach is relevant in observing how the organization allows individual input within a formal hierarchical structure²².

Informal communication in PSI Jakarta emerged naturally across various organizational situations, particularly outside formal forums such as annual work meetings or weekly secretariat meetings. Although formal decisions were always made within official meetings, supportive and follow-up communications often occurred in informal settings, such as direct coordination at the office or through the WhatsApp application. The DPW Secretary, serving as part of the office management, frequently initiated communication, covering technical arrangements, rapid responses to changes in agenda, and discussions regarding resource needs. A prominent form of informal communication observed was cross-channel, wherein implementation team members, such as PICs (Persons in Charge), communicated directly with the Secretary or Treasurer of DPW without strictly adhering to hierarchical procedures. For example, participant selection results were submitted directly by PICs to the DPW Secretary for finalization. Despite the Secretary's position as a core leader, the communication dynamic remained open and flexible, accelerating coordination and technical decision-making processes.

²⁰ Priowidodo, G., *Communication Patterns In Decision Making: Phenomenography Approach In Malaysia's And Indonesia's Political Organizations*. (Ph.D. Thesis Unpublished).

²¹ Priowidodo, G.

²² Miller, K, *Organization Communication: Approaches and Processes*.

A notable form of informal communication in this program was casual interaction at the office, often occurring outside formal meeting hours. These non-formal conversations addressed critical matters related to program implementation but occurred in a relaxed atmosphere with no rigid structure. During these moments, hierarchical boundaries, such as those between the DPW Secretary and the PICs were blurred, fostering a collective spirit in achieving the program's success.

This form of communication was frequently used to share field updates, align perspectives on technical needs, and resolve operational issues that could not be addressed during weekly meetings. These informal exchanges also gave rise to grapevine communication, where information spread by word of mouth, such as issues about quota adjustments or participant dynamics. While not always reliable as a basis for decision-making, such communication reflected the day-to-day organizational climate and helped promote openness among team members.

Other informal communication occurred through digital channels, particularly via the Shared Secretariat WhatsApp group involving DPW and the Fraksi (Legislative Caucus). Though not a formal decision-making forum, the group served as a reinforcement for daily coordination, a space for real-time information sharing, confirmation of program timelines, and reminders of previously agreed work execution.

Additionally, direct messages or smaller group chats often facilitated cross-departmental discussions among PICs, such as between the organizational and financial divisions on matters like reducing participant quotas without compromising strategic positions like expert staff (TA) or content and creative teams (CC). Lateral communication among PICs was also relatively intense, especially when agenda adjustments, role overlaps, or shared resource usage required synchronization. However, coordination challenges were most frequently reported at this level, particularly when each division prioritized or interpreted general policies differently from those established in the secretariat meetings.

While social media platforms such as Instagram and LinkedIn are considered formal external communication channels, the creative process behind their content often involved informal discussions especially in determining the narrative and visual materials for the internship program's promotional content. The creative and content team, along with the communication division, frequently engaged in rapid coordination via chat or in-person office discussions to decide on suitable materials for paid promotions and social media campaigns. This illustrates how spontaneity and team closeness also play a key role in maintaining consistency in the organization's messaging.

This informal dynamic facilitated cross-channel and lateral communication, which enhanced flexibility and reduced response time. However, the absence of structured documentation in these informal channels risked information loss and inconsistency. These dynamics mirror findings from *Miller (2003)*, who emphasizes that informal structures, while fluid, often lack institutional memory, an issue that could hinder long-term program sustainability if not systematically archived.

Socialization Mechanism Patterns

Socialization mechanism patterns are closely related to the media used by an organization to convey messages and foster mutual understanding between the organizational structure and program implementers. In the context of PSI Jakarta's Internship Program Batch 17, various internal and external media were employed to bridge communication among DPW officials, implementing PICs, and prospective interns. This type of communication was not solely unidirectional; it also served as a means for

organizational socialization, reinforcement of organizational culture, and dissemination of policies.

WhatsApp emerged as the dominant communication medium throughout the program's implementation. This aligns with O'Hair's theory, which explains that a medium is a channel through which encoded messages are delivered by a source²³. In PSI Jakarta, WhatsApp use was widespread as nearly all leaders, PICs, and support teams had access to the application via their mobile devices. The platform was used in several formats: the Shared Secretariat WhatsApp group (involving both the DPW and legislative members), smaller PIC-specific groups, and individual communication among organizational members. The Shared Secretariat group functioned as a space for intensive daily coordination, although it was not used for formal decision-making. Through this platform, information such as technical updates, schedule changes, timeline confirmations, and logistical needs was communicated quickly and efficiently. Often, after the weekly secretariat meetings, follow-up discussions took place either on WhatsApp or in person at the office, particularly when urgent technical decisions were required.

Selecting communication media such as WhatsApp should take into account message transmission speed, cost-efficiency, and suitability to the organization's cultural context²⁴. In PSI Jakarta's case, the choice of WhatsApp as a digital communication platform was driven by its immediacy, affordability, flexibility, and its ability to convey messages in multiple formats text, images, videos, or documents. This made WhatsApp a strategic tool supporting internal socialization mechanisms across both organizational structures and technical implementers.

Despite the prominence of digital tools, face-to-face (in-person) communication remained a crucial medium during the internship program's implementation. Informal meetings or spontaneous discussions among executives often took place outside scheduled official meetings. These informal, yet productive discussions were used to align perceptions, respond to field dynamics, and prepare follow-up technical strategies before or after formal decision-making. Such informal communication strengthened the socialization of organizational values in a more personal and flexible manner, fostering a collegial work culture among the implementers.

In terms of public communication and outreach to prospective interns, PSI Jakarta utilized social media as an external socialization mechanism. Information about the internship application, program schedule, and activity documentation was disseminated via Instagram, LinkedIn, and other platforms. The creative process behind this content often included collaboration between the communication team and technical PICs or content creators, who coordinated informally to align the program's narrative with the intended audience. Besides organic distribution, the strategy also involved paid promotions and the dissemination of information via WhatsApp Blasts to various relevant networks. This process enabled broad message dissemination, reached the youth demographic targeted by the program, and enhanced PSI Jakarta's image as an open and inclusive political party actively involving the public in political activities.

However, when compared to best practices in political digital communication models, such as participatory platforms used by youth-led movements in *Thailand* (e.g., *Future Forward Party*) or *Taiwan's Sunflower Movement*. PSI Jakarta's model remains

²³ O'Hair, D, *Strategic Communication in Business and The Professions (5th edition)* (Boston, New York: Houghton Mifflin Company., 2005).

²⁴ Faules Pace, R. D, *Komunikasi Organisasi: Strategi Meningkatkan Kinerja Perusahaan* (Bandung: PT. Remaja Rosdakarya., 2006).

largely broadcast-oriented rather than interactive or co-creative. This suggests an opportunity for PSI Jakarta to evolve toward two-way digital engagement models, which are more aligned with Generation Z's political communication habits.

The Digital-Integrated Political Communication Model (DIPCOM)

In Indonesia, the phenomenon of social media use in political communication has reached its most crucial moment, particularly during the 2024 Election campaign period. During this period, social media not only serves as a medium for disseminating political information but also plays an active role as a catalyst in shaping massive and dynamic public opinion²⁵.

The number of social media users in Indonesia has reached 167.8 million active users, representing about 60.4% of the total population. This high level of penetration indicates the vast potential of social media as a strategic tool in influencing political perceptions, attitudes, and preferences of society²⁶. Political dynamics in the digital era have undergone a fundamental transformation, where the virtual public space has become the main arena for discourse battles, political narrative competition, and the rapid and widespread negotiation of meaning. Social media accelerates the spread of political issues and enables real-time political support mobilization, making it a significant new force in shaping the direction of national public opinion²⁷.

The rise of digital platforms in political communication has transformed the way political parties engage with their constituents, particularly among younger demographics. In Indonesia, youth political participation is increasingly shaped not only by ideological alignment but also by how accessible, participatory, and relatable the communication strategy of a party²⁸. PSI Jakarta's Internship Program Batch 17 provides an insightful case to analyze this transition, revealing a blend of traditional organizational communication with emergent digital tools. However, this blend remains predominantly broadcast-oriented and top-down in practice. Thus, this study proposes a new model Digital-Integrated Political Communication Model (DIPCOM) to offer a structured yet flexible framework that political organizations can adopt to better engage digital-native audiences while maintaining organizational control and coherence.

The DIPCOM model consists of four interrelated communication channels, each serving a unique function in building an inclusive, accountable, and dynamic communication ecosystem:

a) Vertical Formal Channel

This channel refers to the top-down formal communication flow typically found in political organizations. In PSI Jakarta's context, it is manifested through structured annual meetings, weekly secretariat coordination sessions, and official policy documents. These mechanisms ensure strategic alignment, financial accountability, and clear task delegation. They also serve as the main forums for formal decision-making, ensuring hierarchical control over program execution. Example: The DPW Secretary (Gerald Wibisana) led the

²⁵ Purworini, D., *Model informasi publik di era media sosial: Kajian grounded teori di pemda sukoharjo*. (KomuniTi: Jurnal Komunikasi Dan Teknologi Informasi, 6(1), 3-14., 2014).

²⁶ Zahra, N. A, *Strategi Content Marketing Pada Media Sosial Tiktok Gebcell*. (TUTURAN: Jurnal Ilmu Komunikasi, Sosial dan Humaniora, 2(2), 157-173., 2014).

²⁷ Purworini, D., *Model informasi publik di era media sosial: Kajian grounded teori di pemda sukoharjo*. (KomuniTi: Jurnal Komunikasi Dan Teknologi Informasi, 6(1), 3-14, 2014).

²⁸ McNair B, *An Introduction to Political Communication* (Abingdon: Routledge, 2017).

macro-level planning of the internship program during official meetings and distributed policy decisions through internal circulars and written instructions.

b) Horizontal Informal Channel

Horizontal informal communication includes peer-to-peer interactions across divisions that facilitate agility, problem-solving, and real-time coordination. This is especially evident in the use of WhatsApp chats, direct office conversations, and impromptu team discussions. While lacking in official documentation, these interactions were pivotal in addressing on-the-ground issues quickly and creatively. Example: Content and Creative Division (Milen Putira) frequently held informal meetings to finalize social media narratives and content assets outside the scope of formal discussions.

c) Digital Participatory Channel

This is the most underdeveloped yet promising component. It refers to platforms and methods that allow for two-way engagement between the organization and its external audience (i.e., public, especially youth). While PSI Jakarta uses Instagram and LinkedIn for announcements and branding, the current use remains unidirectional. There is an opportunity here to utilize features like live sessions, Instagram Q&As, volunteer-generated content, digital feedback polls, or collaborative content creation to foster participatory political learning. Benchmark: Political youth movements in Taiwan (Sunflower Movement) and Thailand (Future Forward Party) used real-time streaming, open Telegram groups, and participatory design sessions to co-create political narratives¹⁵.

d) Archival Feedback Loop

A key innovation in DIPCOM is the Archival Feedback Loop, a mechanism to ensure that informal discussions and grassroots feedback are not lost but translated into formal insights for policy and program refinement. This requires systematically documenting informal feedback, whether through meeting minutes, digital surveys, or reflection notes, and integrating it into the organization's planning cycle. Example: Feedback from PICs on participant dynamics and execution constraints, shared informally via chat, could be documented and evaluated during post-program reviews to refine future internship designs.

Theoretical Implications

The DIPCOM model builds upon and extends traditional organizational communication theories, including:

- a. Richmond & McCroskey's vertical-horizontal communication taxonomy
- b. O'Hair's media appropriateness theory, highlighting the effectiveness of mobile platforms in internal communication
- c. Participatory communication theory, which emphasizes inclusivity, mutual learning, and co-production of meaning in digital spaces¹⁶.

By integrating these perspectives, DIPCOM addresses the evolving needs of political communication in digital-native contexts and offers a flexible yet accountable model adaptable by political institutions seeking youth engagement.

Comparative Evaluation

Compared to conventional communication strategies used by established parties (e.g., PDI-P, Golkar), which tend to focus on hierarchical broadcasting and controlled media narratives, PSI Jakarta exhibits a more dynamic but still incomplete adoption of digital participatory principles. A comparative content analysis of studies published in *Jurnal KPI* (2021, Vol. 6 No. 2) and *Indonesian Journal of Political Communication* (2022) shows that parties with high youth engagement often exhibit:

- a. Transparent digital interaction
- b. Dialogic communication models
- c. Volunteer-driven content creation

While this study has applied the established framework of formal and informal organizational communication to analyze PSI Jakarta's Internship Program, it currently lacks a theoretical synthesis that extends or innovates upon existing models. To enrich the discourse on political communication, especially in digital contexts.

It is essential to move beyond descriptive analysis and reflect critically on what makes PSI Jakarta distinctive and how its communication approach might serve as a replicable model for contemporary political engagement.

One key distinguishing feature of PSI Jakarta is its youth-oriented, digitally native communication culture, which sets it apart from more traditional Indonesian political parties such as PDI-P or Golkar, whose communication strategies tend to rely heavily on hierarchical, one-way messaging through conventional media. PSI Jakarta, by contrast, integrates digital tools such as WhatsApp, Instagram, and LinkedIn into its internal and external communication strategies, not merely as promotional platforms but as integral components of day-to-day coordination, mobilization, and outreach. Moreover, its openness to informal, horizontal communication among junior staff and cross-functional teams demonstrates a flattened organizational dynamic, more commonly found in startup cultures than in political institutions. This openness fosters rapid decision-making, peer learning, and flexibility, which are crucial in engaging young volunteers and digital-savvy constituents.

Reflecting on this, PSI Jakarta's blended communication strategy combining structured formal mechanisms with agile, informal, and digital interaction can be synthesized into a new conceptual framework: the Digital-Integrated Political Communication Model (DIPCOM). This model emphasizes four interdependent channels: (1) vertical formal communication for strategic alignment and accountability; (2) horizontal informal communication for operational agility; (3) participatory digital channels for two-way engagement with the public; and (4) an archival feedback loop to document informal insights and integrate them into institutional learning. In contrast to traditional parties that focus primarily on top-down communication, PSI Jakarta's approach shows a shift toward participatory digitalization, aligning more closely with the expectations of younger, networked publics.

Therefore, PSI Jakarta's communication ecosystem offers both empirical relevance and normative value. It not only exemplifies a hybrid model that balances control and openness but also serves as a potential blueprint for political organizations aiming to remain relevant in the digital age. By capturing this unique synthesis, the present study contributes to the ongoing development of political communication theory in Indonesia and offers practical insights for future party-building strategies rooted in transparency, inclusivity, and interactivity.

CONCLUSION

The organizational communication patterns of PSI Jakarta in implementing the Internship Program Batch 17 encompass formal communication, informal communication, and socialization mechanisms. Formal communication was conducted through annual meetings, weekly discussions, and secretariat sessions to facilitate strategic decision-making. Informal communication occurred via WhatsApp and direct in-person interactions, which enhanced daily coordination processes. Meanwhile, public information dissemination was carried out through social media platforms such as Instagram, LinkedIn, and WhatsApp

Blast. Formal communication was considered more effective due to its ability to produce structured decisions, whereas communication barriers were more frequently identified in cross-functional coordination among PICs (Persons in Charge), rather than between the upper organizational structure and technical implementers.

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