



Communication Collaboration Inter-Government Institutions To Amplify the State Budget

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ABSTRACT

This study wants to determine whether government public relations have implemented communication collaboration in good shape, especially in conveying the advantages of the State Budget to the broader community. The study used a qualitative approach through semi-structured interviews with public relations in several government institutions in Indonesia, namely the Ministry of Defense, the Ministry of Health, the Ministry of Public Works and Public Housing, and the Ministry of Education, Culture, Research and Technology. The results of the interviews show that the four government institutions have built good communication and collaboration with other government institutions, including the Ministry of Finance. Four informants have also amplified government messages and policies regarding the advantages of the State Budget to the public.

INTRODUCTION

Communication collaboration between government institutions has become a main government initiative in the era of advances in digital communication technology. Collaborative ways of doing business are increasingly popular among millennials who work as state civil servants in government institutions. On the other hand, an open collaboration community, like a business ecosystem collaboration community, even has members who have multifunctional roles. They not only act as consumers of a product's content but can also act as contributors (Kane & Ransbotham, 2016).

The development of communication and information technology has made it easier for the government and society to create a collaborative communication ecosystem so that people are more expressive in communicating (M Fahri Aditya Nasution et al., 2023; Nah et al., 2022). Such a condition makes communication collaboration between government public relations through strategic communicative action of collaborators (Woo, 2021) a way of working that is well understood to be implemented. The presence of various communication channels and work support across generations, especially from the baby boomers to the native digital generations, influences how government communication systems and procedures are increasingly agile and flexible to create.

Nevertheless, the government must re-evaluate its initiative to collaborate on communication patterns among government public relations because collaborative work mechanisms are not necessarily a unique and essential work concept because innovation and changes have replaced them (Crivellari, 2019; Loewen, 2023; Lyons et al., 2023). Technical and non-technical obstacles are often found, especially an inferior and superior mindset among government institutions. These conditions are the cause of less-than-optimal government communication synergy. Therefore, observations and evaluations must be conducted to see whether the government has implemented the communication collaboration work program efficiently and effectively.

Coordination can be described as the uneasy going work program target, especially coordination within government institutions, which are still segmented with their systems and work patterns because of the work culture and mindset that has been inherent for several years. Existing information technology sometimes ruins teamwork coordination. Information technology instead creates and strengthens differences in organization and work culture within a work team. Therefore, the role of government public relations is vital (Santoso & Negoro, 2019; Sugiono & Salamah, 2021). They are expected to be able to plan and orchestrate all government messages and policies to the public by mutually agreed policies and work programs. Government public relations are also expected to hone their cultural capabilities (Abdullah et al., 2023) in building their communication capacity, organization, and professional attitudes.

One of the substances of government messages and policies that government public relations needs to amplify is related to the topic of the APBN. Various issues arise from the problem of managing the APBN, including debt, subsidies, taxes, customs duties, poverty, economic growth, fiscal incentives,

state spending, climate change financing, and sustainable energy development. The Ministry of Finance is responsible for managing the State Budget. The Ministry of Finance also seeks to build public understanding so that activities, policies, and knowledge primarily related to state financial literacy can be accepted and understood by the public continuously. Public engagement (Ivani & Dutilh Novaes, 2022; Kumpu, 2022; Leston-Bandeira & Siefken, 2023) is crucial for policymakers (Brondi et al., 2016) in deciding their policies.

This government effort is a manifestation of institutionalizing democratic innovations (Coleman & Sampaio, 2017) so that the public can be directly involved in government budgeting. To achieve this target, the Ministry of Finance needs coordination with other government institutions because they are also part of the ecosystem of the State Budget users and managers. Collaboration in amplifying the State Budget messages with other government institutions can reach all levels of society so that they can consciously add state financial literacy to their dictionary of knowledge.

For this reason, this study complements previous researchers' studies regarding government communication collaboration, especially the Indonesian government, in amplifying the State Budget messages to the public. The study was carried out with three objectives, namely 1) to find out how communication between government organizations is carried out, 2) to find out how communication is carried out between the Ministry of Finance and other Ministries and Institutions specifically for public communication regarding the State Budget issues, and 3) to find out insight regarding forms of collaboration effective communication between the Ministry of Finance and other Ministries/Government Institutions.

To align with these objectives, the research questions that were constructed included three questions as well. First, how is communication between government organizations carried out? Second, how is communication between the Ministry of Finance and other Ministries and Government Institutions, especially regarding the State Budget issues? Third, what input do ministries and other government institutions provide in building effective communication and collaboration between the Ministry of Finance and these ministries/government institutions? All questions aim to get the perception of Government Public Relations, which has authority in government communications.

LITERATURE REVIEW

Fostering internal and external communication collaboration in government organizations is not just part of the work program but a crucial aspect of the organization's core business. The government, represented in this case by Government Public Relations, positions its communication role as a systematic and strategic work system. Internal and external communications collaboration has become a business process inseparable from core business processes in government because 'public attention' is increasingly intense. The public is aware of government policies and is trying to become monitors and correctors of government performance.

Arrozaaq's thesis (2016) argued that collaboration is necessary and a source of great organizational potential. Its benefits, such as reduced costs and improved public communication, can inspire optimism and motivation, particularly in government public relations. Furthermore, collaboration also advances the goal of embracing public administration knowledge on a global stage (Bhuiyan & Perry, 2024).

Collaboration mechanisms can be implemented in many areas of job positions, either in commercial areas such as collaboration between buyer and supplier (Poissonnier et al., 2023), festival and education (Sendra, 2024), or health-care organization (Millar et al., 2023). Meanwhile, Colbry et al. (2014) identified collaborative theory (Ji et al., 2023; Mukebezi et al., 2023; Restrepo et al., 2020) by observing farmer interactions. Their observation classified two categories: individual and team behavior. On team behavior, Colbry et al. found there were managerial and leadership stances in the Farmer's activity. Therefore, collaboration theory based on Colbry et al.'s point of view refers to intragroup interactions, which enrich the coordination among the members of that organization.

From another perspective, Ansell and Gash (2008) define collaborative governance as emphasizing the interactive engagement of government institutions with non-state public actors or stakeholders. This approach ensures that stakeholders are not just informed but actively involved in the decision-making process, empowering them and fostering a sense of collective responsibility.

Nowadays, public institutions have realized that collaborative governance can attract public engagement effectively by communicating their messages through various and precise communication channels. Media, either mass media or social media, becomes one of those chosen communication channels. As far as concern, the development of media, which provides channels for the public to channel their aspirations, is being used massively. This condition is a consideration for the government as to why communication coordination between government and public relations is necessary so that messages conveyed to the public only develop one interpretation. The media, as a government partner, is a communication channel that is expected to be able to reach government messages widely, not just limited to disseminating information at the macro level (BasuThakur & De, 2023). However, information at the micro level can also be affordable.

Please note that the media is not involved in too deep political affairs, which could cloud the public's perspective on the government's efforts to build a pro-people, democratic government and encourage public involvement in national development. The case of blurring the reality of Nigeria's political struggle by the United States press (Agbese & Ogbondah, 1988) exemplifies how national media can play a role in national culture and interests. However, the freedom of the media and its ownership, which tends to play politics in conveying news, must be addressed. However, the government believes collaboration between government institutions and all existing media business networks can also be carried out.

Meanwhile, coordination between government institutions is part of organizational and intercultural communication (Peresada et al., 2022). In intercultural communication, the government needs to update learning schemes that not only rely on cultural stereotypes (Nicassio & Saral, 1978; Nwankwo et al., 2024; Omar, 2024; Peng & Zhou, 2021) but also teach new perspectives by integrating different cultures between one government organization and another. Meanwhile, organizational communication is based on the organization's need to harmonize the needs of each individual in the organization—various individual needs and interests, including interpersonal workplace relationships (Horan et al., 2021). For organizations, communication can unite all elements, analogous to glue (Winarso, 2018) that binds all these elements.

Each organization, such as government organizations, intensively communicates with its stakeholders, including between government institutions, which are also their stakeholders. Communication between government institutions has been formed because the communication ecosystem that has been built includes elements in the definition of communication, namely the connectivity of people, the exact meaning of the message conveyed (Winarso, 2018), and symbols that are manifested in media channels that are familiar to the public.

The government strengthens communication between government institutions with legitimacy through regulations and policies. Enriching knowledge and increasing skills of existing resources within government organizations is also considered, including upgrading the tools and media channels used so that communication can run efficiently and effectively. As communications coordinator at the central and regional government levels, the Ministry of Communication and Information is the government agency that controls the facilities, infrastructure, and regulations that build an inclusive and integrated government communications ecosystem.

Other government institutions could also be leaders in communicating government policies so that one voice is visible in public perception. Granting authority to communicate government policies between government institutions is usually carried out at a particular event. An example is the G20 Indonesia Summit, which was held in 2022. One communication coordination activity was preparing the Sherpa Track working group through the Decree of the Coordinating Minister for Economic Affairs of the Republic of Indonesia Number 27 of 2022.

Through the Coordinating Minister's Decree, the coordination of communications for the Sherpa Track working group was handed over to one of the deputies in the Coordinating Ministry for Economic Affairs and the Ministry of Foreign Affairs. Communication coordination for this activity still involves several other government institutions, including the Ministry of Communication and Information. This example of communication coordination and government performance regarding special activities for the G20 Summit emphasizes that communication coordination can be carried out by entities other than the Ministry of Communication and Information. However, the Ministry of Communication and Information remains the central coordinator in facilitating

the development and supervision of the use of facilities, infrastructure, facilities, and other communication tools because the core business of the Ministry of Communication and Information is an institution that provides information services for the government and the community.

Effective communication between government institutions is crucial, as it ensures the successful management of policies and work functions. This is particularly evident in the case of the State Budget policy, which falls under the Ministry of Finance's duties and functions. Each government agency manages its budget allocation, which is sourced from the State Budget.

The budget they receive is their responsibility to be used as operational costs for the organization and work programs related to the public interest. As manager of the State Budget funds, every government institution must convey to the public that the state budget is used for the broad public interest. The function of the state budget can cover health, education, agriculture, labor, law, infrastructure development, and defense and security.

Each government agency is responsible for managing specific functions and ensuring the proper use of the state budget to fund these areas. It's crucial for the public to understand that the services they receive are a direct result of the state budget allocation. However, the public often needs more understanding, leading to the spread of inaccurate information about the State Budget.

Therefore, coordination between government institutions is crucial so the public can receive and understand information regarding the State Budget. Massive amplification of the State Budget information and content will change the public's apathetic mindset towards the government's performance in managing the State Budget. Coordinating public communication regarding the State Budget between government institutions will also benefit the country by accelerating economic development.

METHODOLOGY

The study used a rigorous qualitative approach, semi-structured interviews, and government-managed social media observations. This methodological choice was not arbitrary but a deliberate strategy to enrich the literature review of similar studies. Our approach is in line with several notable studies, such as Parmelee's research (2002), which delved into the frames and reasons for producing video cassettes related to the campaigns of several United States Presidents. Similarly, Kreiss et al. (2018) also scrutinized the 2016 campaigns of United States Presidential candidates via various social media platforms. The research of Bai et al. (2022), Saunders (2021), Toscano-Cruz et al. (2020), Rutakumwa et al. (2020), and Zainal & Barlas (2022) also employed in-depth interviews to define their research findings objectively.

The review of literature sources was comprehensive, drawing from a variety of sources, including mass media articles, journals, and other documents published openly through specific website addresses. Despite the challenge of accessing official government documents, we were able to gather literature sources regarding government communication coordination from press releases and information published through government-owned social media and

government portals. This thorough review provides a solid foundation for our research and ensures that our findings are well-informed and reliable.

The semi-structured interview process was designed to be inclusive, incorporating the perspectives of the informants, who were instrumental in providing insights into three key areas. The first set of questions aimed to ascertain whether government institutions have been engaging in communication collaboration. The second set of questions directed informants to share their opinions on the communication collaboration process with the Ministry of Finance, particularly in coordinating collaboration on message amplification related to the State Budget. The third set of questions allowed informants to express their opinions and suggestions for building communication collaboration between government institutions. This inclusive approach ensures that a diverse range of perspectives were considered in our research.

Interviews were conducted with several Government institutions, now referred to as informants. Interviews were conducted in writing with five selected Ministries and Government Institutions. The five government institutions were chosen because they use the state budget with the most significant allocation. The position until 2022, based on Presidential Regulation Number 32, is that the number of ministries has reached 34. Meanwhile, non-ministerial institutions, both non-ministerial government institutions and non-structural institutions, have reached 160 institutions (*Sekretariat Kabinet Republik Indonesia | Menuju Postur Kelembagaan Pemerintah Yang Ideal: Pembedaan LPNK Dan LNS*, n.d.). During the Joko Widodo-Maruf Amin administration, several government institutions even experienced rationalization.

The five ministries and government institutions that are the research objects include the Ministry of Defense, Ministry of Health, Ministry of Public Works and Public Housing, Ministry of Education, Culture, Research and Technology, and the Indonesian National Police. Interviews were addressed to each agency's technical units that handle public communications. It is hoped that written interviews that expect more detailed answers can become input for inter-agency government communication work programs.

Besides interviewing the informants, the research added observations of social media accounts managed by the informants. Social media analysis is expected to provide an overview of informants' communication activities by obtaining and analyzing social media data, especially on social media distribution and utilization (Agnihotri et al., 2023). Observations were conducted to determine whether content, key messages, hashtags, and narratives containing elements of the APBN were amplified on the social media accounts of the government institutions being observed. Observation of social media accounts strengthens the semi-structured interview method in qualitative methodology. Meanwhile, the social media platform that was observed focused on Instagram.

Instagram is one of the social media channels used by government institutions, as well as Facebook, Twitter, Linked In, YouTube, and TikTok. Instagram's influence impacts people's daily lives in all social strata (Caliandro & Graham, 2020). Instagram has even added products like Instagram Reels,

Instagram Stories, and analytical data. Instagram's features mentioned can be practical communication tools to support teaching innovation (Rosa-Castillo et al., 2023; Stafford & Smith, 2023) to the public. Several researchers even used Instagram to see the impact of its use on a person's mental condition, including levels of depression, loneliness, or self-esteem (Aubry et al., 2024; Zhao et al., 2023).

Meanwhile, TikTok is a social media platform that has become popular since it was first released in 2016. Even though TikTok's popularity tends to increase from fanatical users, netizens remain loyal to using Instagram as an alternative social media (Kaiser-Moro & Martínez, 2023). Likewise, with government institutions, Instagram is still a media channel that helps Government Public Relations convey information about government policies and activities to the public.

Thus, collecting data and information from observations and interviews can provide an overview of the situation and perceptions of informants, helping to build a constructive analysis regarding communication collaboration between government institutions. In this way, the findings from this research have the potential to significantly optimize the realization of communication collaboration between government institutions, making our work valuable and significant.

RESEARCH RESULT

Based on the methodology, this research includes social media observation. The observations of social media content, especially Instagram, show that Instagram, belonging to five Government institutions, provides significant additional information. Information includes profile and number of posts. Information on the five Instagram profiles shows that the number of followers for each account has reached more than 500 thousand followers. The Ministry of Education and Ministry of Health have reached over 2 million Instagram followers. The high number of followers is an advantage for account owners because they can amplify messages conveyed by account owners voluntarily or requested. Likewise, followers' positive responses because their responses become an added value for account managers, whether responses in the form of comments, likes, or forwards to posts that they consider valuable to share with everyone.

Each Instagram produces content aligning with the five institutions' policies, information, and activity programs. Various content provides a cheerful nuance to build engagement with their followers and non-followers. An open account allows all accounts to see the products and content displayed by the accounts of the five government institutions. Posts from the Ministry of Defense's Instagram account, with the account name @kemhanri, often post about the activities of the highest leadership of this government institution. Hashtags and caption words as post attributes also show that their accounts tend to cover many defense themes and the primary weapons system of the Indonesian national army. The Instagram's data analysis shows that disseminating specific State Budget information has yet to become part of the Ministry of Defense's public relations work plan.

Meanwhile, the Instagram account of the Ministry of Education, Culture, Research and Technology also needs to show the intensity of the massive amplification of the State Budget message to the public. The hashtags and captions words most used do not show the APBN or state finances as information as part of the distribution of their activities. The education sector receives a state budget allocation of 20%. The large budget allocation encourages the Ministry of Education to convey accurate information regarding the advantages of the State Budget. Moreover, state financial literacy, in the eyes of the public, still needs to be improved. However, efforts to amplify the State Budget's advantages are wider than Instagram media channels. Public relations within the Ministry of Education have tried to share the state budget with the community through formal education programs and curricula.

Furthermore, the @kemenpupr account, managed by the public relations ministry of the Ministry of Public Works and Public Housing, must also provide more information about the State Budget by linking infrastructure development as part of their duties and functions. However, several posts appear to be collaborative with the Ministry of Finance even though the hashtags and caption words most used are outside of the State Budget information. Like the @kemenpupr account, the @kemenkes_ri account also displays posts, most of which refer to health information. The role and advantages of the State Budget are minimal, conveyed by the @kemenkes_ri account. The hashtag and caption words most used provide evidence that the State Budget has yet to be part of the Ministry of Health's public relations communication strategy plan.

On the @divisihumaspolri account, Polri's public relations communications have yet to see the State Budget information as the substance they need to amplify. The task of the National Police as security guards and protectors of the community is a publication topic that needs to be conveyed to the public. The hashtags and caption words that appear most often show this condition. The information on hashtags and caption words confirms that expanding the State Budget information is not part of the duties and functions of the National Police's public relations division. Thus, none of the information contained in the Instagram media of the five ministries and government institutions has yet to be seen in the State Budget specifically discussed to be conveyed to the public. However, as a government institution, they certainly realize they have a responsibility to help support the absorption of state financial literacy in society.

The five government institutions' Instagram is one of the social media platforms used to determine public engagement characteristics in this study. Those government institutions have used many communication tools, models, and channels, including offline communication. Face-to-face communication with a limited or large number of communities is also part of the communication strategy used by government public relations in coordinating with fellow government public relations. Meanwhile, social media gives many options, some of which have been upgraded according to user expectations and the need for security in using social media. The Instagram social media observation analysis of the five government institutions at least provides insight for the Ministry of

Finance on building effective and efficient public communication collaboration for supporting the dissemination of the State Budget information.

DISCUSSION

Meanwhile, the results of interviews with five informants obtained response patterns that were almost the same. The explanations from all informants are also helpful for policymakers and implementers in government communications. The informants provided detailed descriptions and explanations, mainly how they collaborated to create communication collaborations between government institutions. Of the five informants selected, only four were willing to provide answers.

The four informants had the same answer: communication coordination between government institutions was already underway. The government public relations communication forum is a forum for public relations to convey messages and information managed by each government institution. Meanwhile, the mechanism for coordinating communication between government institutions is greatly influenced by the substance and context of the problems. The government public relations meeting forum or coordination meeting is a facility that can bring together government public relations to coordinate with each other. Public Relations of the Ministry of Defense said that building peer-to-peer relationships could be a tool for coordination. However, all informants agreed that information and communication technology made coordinating government public relations incredibly easy. Email, WhatsApp, Zoom, computers, smartphones, and application software are concrete examples of communication and information technology used by government public relations since social media channels began to be intensively used.

Table 1. Informants Response on Intergovernmental Relations Manner on Collaboration Communication

	Informant 1	Informant 2	Informant 3	Informant 4
Informants explain how inter-government communication is done.	Informants argue on building direct communication, focus group discussion, and information and technology communication.	Informants argue on official letters, social media, government public relations community, and thematic collaboration.	The informant argues that central coordination is needed when arranging the shared communication setting agenda.	The informant argues by stipulating the issue or program, stakeholders' mapping, coordination, and evaluation.
Informants explain why they use those communication coordination mechanisms.	Informants affirm they maintain their stakeholders and mitigate obstacles.	Informants confirm they already have sufficient mechanisms.	Informants opine to support each other, especially on human resources and budget obstacles.	The instrument is used due to the informant's experience.

Informants declare whether they have internal conflict or conversely during inter-government communication coordination.	The most important things to do are keep integrity, transparency, and professionalism.	Informant affirms that inter-government communication has been established and prioritizes common interests.	Inter-government communication has been established, and government public relations are doing their superior-commanded task.	Informants show there is a centric ego among government institutions.
Informants mention the most effective communication tools.	The most effective communication is peer-to-peer relations and information and communication technology.	The most effective communication is by using online and offline communication channels.	The most effective communication is through online and offline channels, including social media and the government public relations community.	The most effective communication is by utilizing online and social media, zoom, and telephone, and is developing conducive conditions.

Source: Informants' responses were processed independently by the researcher.

The existing technology used at that time made it easier for government public relations to coordinate remotely without space and time limitations. The COVID-19 pandemic since 2020 has forced everyone to use communication technology without meeting physically. Online meetings, which tended to be 'forced' at that time, have become a work culture used by the broader community today, including how government public relations work and communicate. The four informants strongly supported meeting forums, which were held both physically and online, or online meetings also gave them satisfaction in interacting and coordinating with institutions or individuals.

The informants' preference for digital coordination is rooted in its ability to enhance efficiency and effectiveness. By leveraging communication and information technology, they can optimize their use of time, budget, and human resources. The Ministry of Health further underscores this point by highlighting the 'tacit knowledge' they've gained from their experiences, which enhances their readiness for improved coordination.

Thus, the informant answered the first research question: that government public relations coordination had been carried out in various ways. Previously, the distribution of official letters was a tool for communication and coordination. With the help of technology, communication coordination becomes easier for government public relations. Government public relations communication forums conducted online are a meeting mechanism that is considered adequate and efficient. It is necessary to remember that physical communication, whether closed or open, is still adequate for maintaining government relations with its stakeholders.

After knowing the coordination of communication between government public relations, tracing the informants' answers next becomes material for analysis to determine the communication coordination of informants with the Ministry of Finance in conveying messages related to the State Budget. All government institutions are closely dependent on the State Budget. With the State Budget, activities, work programs, and policies that impact society can be implemented well. The Ministry of Finance is a government institution responsible for managing state finances. However, all ministries and government institutions receive a portion of the budget to carry out their activities, work programs, and policies.

The definition of state finance above implies that all government institutions are interested in expressing the State Budget as a state product aimed at national development. From the interviews, it was clear that all informants had conveyed their activities and policies related to the State Budget to the public. They use various media channels to convey messages that have substance regarding the state budget. The media channels used include internal and external media, including policy socialization by holding special events and media relations (Ministry of Public Works and Public Housing).

Table 2. Informants' Response to How Government Public Relations Amplify the State Budget Informations

	Informant 1	Informant 2	Informant 3	Informant 4
Informants illustrate how to communicate the State Budget to the public.	The institution conveys the messages through its website, print media, and social media.	The institution uses publication and socializing the achieved program.	The institution utilizes various events, such as media relations, social media, special events, internal media, and mainstream media.	The institution addresses the message to the public in line with the priority policy.
Informants state the frequency of delivering the State Budget amplification.	One to five times.	One to five times.	More than ten times.	One to five times.
Informants mention the government obstacles when conveying the role of the State Budget to the public through each of the primary tasks of government institutions.	Information is confidential, and the level of each stakeholder's capacity is different.	An unmatched mindset or public opinion still hampers the realism of the State budget managed by the institution.	Informants declare communication of the State Budget has no obstacles.	Translating the literacy of state finance into a common perspective is the hardest one to educate the people.

Source: Informants' responses were processed independently by the researcher.

Submission of the State Budget information is delivered simultaneously with information on the achievements of organizational policies or programs as conveyed by government public relations for the Ministry of Health, likewise with government public relations for the Ministry of Education, Culture, Research, and Technology. The Ministry of Education, Culture, Research, and Technology's public relations also revealed how they convey the State Budget information by linking the achievements of work programs and policies. Publications on several media channels and outreach are ways for government public relations within the Ministry of Education to convey information to the broader public. They also use media channels that are popular with the public, such as social media TikTok and Podcasts, so that the reach of conveying information and messages can reach a broad audience.

Next, the informants' answers regarding how they convey the State Budget policies to the public reflect the existence of a reciprocal relationship of interest between the Ministry of Finance and other government institutions. Maintained communication between the Ministry of Finance and other government institutions can be seen from the informants' answers to how they build communication with other Ministries and Government Institutions. Informants assessed that the State Budget communication had become part of their policy, although limitations prevented them from constantly voicing the State Budget massively and repeatedly.

Table 3. Informants' Response in Finding Appropriate Collaboration Communication

	Informant 1	Informant 2	Informant 3	Informant 4
The Informants explain the appropriate collaboration communication between the Ministry of Finance and the other government institutions.	Focus group discussion.	Government public relations forum.	Official letter.	Social media.
The Informants explore the potential collaboration communication undertaken periodically.	Organizing some meetings and shared forums and exchanging some information.	The government's public relations forum organizes a meeting once a month and makes up a grand narrative.	The government public relations institution organizes online discussion groups.	The government public relations institution organizes online discussion groups.

Source: Informants' responses were processed independently by the researcher.

The evidence that proves they are reluctant to convey the State Budget information more can be seen from their views, most of whom will convey their policies by linking the role of the State Budget 1 to 5 times, except the informants from the Ministry of Public Works and Public Housing. They conveyed their answer that they could support the implementation of their policy messages by linking the State Budget more than ten times. The State Budget allocation for infrastructure development is substantial. The Ministry of Public Works, as the party responsible for managing infrastructure development in Indonesia, certainly plays a significant role in voicing the role of the State Budget in the public interest. The dissemination of the role of the State Budget can be conveyed to the public because, as is generally known, the availability of infrastructure helps community mobility and streamlines distribution costs.

Amid efforts to support the Ministry of Finance's public communication in conveying the functions and roles of the State Budget, the informants faced several obstacles. Government public relations at the Ministry of Defense mentioned the problem of confidential information. Apart from that, they also see the diverse knowledge of stakeholders, so government public relations must adapt the narrative and address the audience. In line with the Ministry of Defense, government public relations at the Ministry of Education and Ministry of Health are concerned that public perceptions do not match the facts and their calculations. Concern refers to the possibility of miscommunication and disinformation.

On the one hand, public relations at the Ministry of Health faces problems translating state financial literature into a language that is acceptable to the public for all groups. The education system also faces a false public stigma against national education development institutions. In a different place of stigma, people's minds seem to see the Ministry of Education as the government institution that receives the most significant budget allocation from the State Budget.

The informants' responses to the question of how involved they were in amplifying the role of the State Budget gave confidence that the Public Relations of ministries and institutions had provided sufficient involvement in disseminating information regarding the role of state finances. They face obstacles even though the information conveyed to the public can be chosen, including choosing media channels and determining communication strategies for different stakeholders.

The next question relates to the informants' opinions about effective communication collaboration, which can be carried out jointly between other government institutions and the Ministry of Finance. The informants responded by proposing communication through government public relations community forums in all ministries and institutions. The forum has been established and runs quite effectively, although the communication forum can still be optimized. Besides holding discussion forums, social media is also an adequate communication collaboration. Social media use in government public relations has become a trend since various social media platforms have emerged. Social media development companies continue to strive to develop ideas and innovate

changes to the social media platforms they own. Such conditions will undoubtedly open the horizons of government public relations to continue adapting to social dynamics and changes in information technology.

Social media dramatically supports the expansion of the dissemination of information and messages created by ministries and government institutions. Even mainstream media and electronic media, which have long been part of government public relations, have also been helped by social media. Audience segmentation for mainstream media and online media can increase thanks to the use of social media. With various media channels, coordination or collaboration on government public relations communication work will be easy. Different substances, regulations, and core businesses limit the space for government public relations to convey its message if the State Budget message is to collaborate. The Ministry of Finance's public relations department must prepare appropriate content and narrative separately, which can only be applied or uniform to some ministries and institutions.

Therefore, collaborative communication of the State Budget messages must prioritize communication of tolerance. Collaboration cannot be coercive but can provide positive results for the Ministry of Finance and other government institutions. The five ministries and government institutions sampled in this study provide input on how communication collaboration is carried out, especially in collaborating on applying the State Budget messages to the public. The informants' responses and the results of observations on social media channels belonging to five ministries and institutions can represent the views of other ministries and government institutions.

All government institutions have provided positive support for disseminating the importance of the state budget's role and advantages. However, optimization needs to be intensified, especially optimizing publication collaboration between the Ministry of Finance's public relations and other government institutions' public relations so that the State Budget presented to the public can be understood from various points of view and functions within government institutions.

CONCLUSION AND RECOMMENDATIONS

A study of communication collaboration between government institutions in optimizing the amplification of the information on the advantages of the State Budget using a qualitative approach through semi-structured interview methods concluded that public relations in government institutions, apart from the Ministry of Finance, intend to support the amplification. Public relations at the Ministry of Public Works and Public Housing even embodied the narrative's amplification of the role of state finances, especially in infrastructure development. Massive infrastructure development is the basis for why public relations within the Ministry of Public Works and Public Housing actively supports the dissemination of information on the advantages of the State Budget.

Four out of five informants willing to respond to semi-structured interviews supported the amplification of information regarding the advantages of the State Budget. They also acknowledge that they have built communication

between government institutions, including the Ministry of Finance. Collaborative communication is carried out using various communication channels, including print, electronic, social media, press statements, conference pers, seminars, media briefings, and podcasts. At the same time, the central message of the State Budget delivered is adjusted to the specific functions of each institution. Owned media becomes the basis for disseminating information, which is considered the fastest and most effective, apart from using other types of media such as shared, earned, and paid media.

With support, the amplification of the State Budget messages can be coordinated while still paying attention to the interests and characteristics of each government institution. The informants' choice for communication collaboration to run effectively and efficiently is the use of communication and information technology. Moreover, they also suggest holding a virtual discussion forum once a month to provide space to express opinions and ideas on how the State Budget message can be narrated so that the aim of conveying the message to the public can be widely accepted.

Therefore, the recommendation that can be given to government public relations to build a community of collaborators to amplify the advantages of the State Budget is to form mutually agreed narratives and publication content by adapting the characteristics of each government institution. Government public relations communication collaboration is a work program that provides advantages and positive impacts. Involvement in government public relations can enrich networks and amplify plans, which are expected to impact society positively.

After this research, the author wants to inform that it still has some limitations in collecting data and information. In addition, to advance future research, other scholars must identify whether regulation and political matters affect how government public relations build inter-government communication and collaborative governance. These issues become exciting variables in the same issue for the following discussion.

ADVANCED RESEARCH

For future research, the author encourages other scholars to convey their critical thoughts on bringing high-level and advanced results on the same subjects. The most critical points can be seen in the method's poor perfection. Besides using another approach, advanced research must consider how scholars observe the object of communication collaboration in a specific case or area. The last point for better-given results, theory background, and detailed connection, another theory should prepared to set a broader perspective of the applied communication theory.

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