ISRG Journal of Arts, Humanities and Social Sciences (ISRGJAHSS)

Internal Communication Strategies In News Production: A Case Study Of The TVR 17 Program At TVR Parliament

Muhammad Irfan[1*], Nur Fadillah[2]

[1, 2] Communications and Language Faculty, Universitas Bina Sarana Informatika

*Corresponding author: Muhammad Irfan

Communications and Language Faculty, Universitas Bina Sarana Informatika

Abstract

This study examines internal communication strategies in news production through a case study of the TVR 17 Program at TVR Parliament, a parliamentary broadcasting institution in Indonesia. As parliamentary news production operates within a politically sensitive and time-constrained environment, effective internal communication is essential to ensure coordination, editorial alignment, and production quality. Employing a qualitative research design with a descriptive case study approach, data were collected through in-depth interviews, participant observation, and document analysis involving producers, editors, production coordinators, reporters, and technical staff. The findings reveal that internal communication in the TVR 17 production process is structured yet adaptive, operating across four main stages: planning, production execution, quality control, and post-broadcast evaluation. Communication flows vertically, horizontally, and diagonally, enabling the production team to respond to uncertainty and rapid changes in parliamentary activities. Internal communication also functions as a collective sensemaking mechanism, allowing newsroom actors to interpret political events, align editorial framing, and maintain institutional neutrality. Post-broadcast evaluation further supports organizational learning by refining coordination routines and communication practices. This study contributes to organizational communication and journalism studies by demonstrating how internal communication strategies sustain news production effectiveness in institutional media settings. Practically, the findings highlight the importance of strengthening structured yet flexible communication systems to enhance newsroom coordination, credibility, and public trust in parliamentary broadcasting.

Keywords: Internal Communication, News Production, Organizational Communication, Parliamentary Broadcasting

INTRODUCTION

News production in contemporary broadcasting organizations increasingly depends on complex coordination among multiple professional roles, including reporters, producers, editors, technical crews, and managerial staff. Each of these roles carries distinct responsibilities, professional norms, and temporal rhythms that must be synchronized to produce coherent and timely news output. This coordination takes place under strict time constraints and high editorial pressure, particularly in broadcast journalism where deadlines are fixed and public visibility is immediate. As a result, internal communication functions as a critical yet often invisible infrastructure that shapes newsroom performance, workflow stability, and output quality (García-Avilés, 2021; Westlund & Ekström, 2021).

In television newsrooms, communication strategies extend far beyond the delegation of tasks or the transmission of instructions. They involve collective sensemaking processes through which editorial priorities are clarified, news angles are negotiated, and verification standards are continuously reaffirmed (Hallin et al., 2021). Editors and producers do not merely assign stories but actively interpret unfolding events, anticipate audience expectations, and manage institutional constraints. These interpretive processes are embedded in everyday interactions such as editorial meetings, informal discussions, and digital exchanges, making internal communication central to how news organizations construct meaning and maintain professional coherence.

Recent journalism studies emphasize that critical breakdowns in news production frequently occur at coordination points between different units, such as transitions from field reporting to editing and broadcasting (Westlund & Ekström, 2021). At these moments, information must be translated across professional boundaries, often under conditions of uncertainty or incomplete data. Miscommunication at these junctures can result in inconsistencies, delays, or factual inaccuracies. Effective internal communication strategies help reduce uncertainty by aligning shared understandings of newsworthiness, timing, and narrative coherence across the newsroom (Mellado et al., 2021). As news cycles accelerate and competition intensifies, the ability to maintain such alignment increasingly determines whether news production processes can remain accurate, consistent, and accountable (Buschow & Suhr, 2024).

Digital transformation has further reshaped newsroom communication by introducing collaborative platforms, instant messaging applications, and remote coordination systems. These technologies have expanded the speed and reach of internal communication, enabling real-time interaction across physical and organizational boundaries. However, they also introduce new risks, including information overload, fragmented decision-making, and weakened editorial oversight (Wuersch, 2023). When communication becomes continuous and multi-directional, prioritization and authority can become blurred, making it more difficult to establish clear editorial decisions.

Studies conducted after the COVID-19 pandemic demonstrate that newsroom routines have become more flexible but also more vulnerable to misalignment. Remote work arrangements and hybrid production models have increased reliance on informal digital interactions, often replacing structured editorial meetings with ad hoc exchanges (Konow-Lund, 2024; Nolan et al., 2024). While this flexibility can enhance responsiveness, it also raises concerns about the erosion of shared editorial standards and collective reflection. Consequently, internal communication strategies must adapt to balance flexibility with editorial control, ensuring that speed does not come at the expense of accuracy or accountability (Lee, 2023).

From an organizational communication perspective, internal communication functions as a socio-technical process in which technology mediates interaction, but meaning is continuously constructed through everyday practices (Wuersch, 2023). Communication tools do not determine outcomes on their own; rather, they shape the conditions under which actors interpret information, coordinate action, and negotiate responsibility. Strategic internal communication is therefore associated not only with operational efficiency but also with employee engagement, shared responsibility, and organizational learning (Gehrau, 2024; Verčič et al., 2024). When communication processes are transparent and participatory, they contribute to a stronger sense of collective ownership over journalistic output.

Systematic reviews of internal communication research indicate that digitalization has expanded the scope of internal communication beyond information dissemination toward sensemaking, coordination, and decision support (Verčič et al., 2024). In news organizations, this expansion is particularly evident as editorial judgments increasingly depend on rapid interpretation of complex information flows. Internal communication thus becomes a mechanism through which uncertainty is managed and decisions are stabilized in fast-moving environments.

These dynamics are especially significant in news organizations operating within political and institutional contexts. Parliamentary news production involves heightened sensitivity to accuracy, language use, and institutional legitimacy, as news content directly reflects formal political processes and public accountability (Ryfe, 2024). Errors or misinterpretations in this context can have serious implications for public trust and democratic legitimacy. Internal communication must therefore support not only technical coordination but also editorial caution, framing decisions, and alignment with institutional norms (Hallin et al., 2021).

Studies on newsroom governance suggest that institutional media face additional pressure to maintain credibility while navigating organizational hierarchies and political expectations (Buschow & Suhr, 2024). Unlike commercial outlets, parliamentary broadcasters operate within formal structures that emphasize neutrality, procedural correctness, and representational balance. Internal communication strategies must accommodate these constraints while enabling timely and engaging news production.

Agenda-setting processes further complicate internal communication in parliamentary newsrooms. Editorial teams must decide which issues to prioritize, how to sequence information, and how to contextualize political events for public understanding (Mellado et al., 2021). These decisions are rarely straightforward, as they involve normative judgments about relevance, fairness, and public interest. Such judgments emerge through internal negotiations involving editors, producers, and coordinators, reinforcing the role of communication strategies as mechanisms for selecting and stabilizing meaning under uncertainty (Westlund & Ekström, 2021). Research on journalistic role performance shows that these negotiations are shaped by organizational norms and professional identities, which are continuously reproduced through internal communication practices (Nolan et al., 2024).

The relevance of sensemaking becomes even more pronounced when information is incomplete or ambiguous, as often occurs in live political reporting. Sudden schedule changes, closed parliamentary sessions, or sensitive political developments require rapid interpretation and collective alignment. Studies on decision-making under ambiguity demonstrate that organizations rely on shared interpretive frameworks to reach workable decisions despite limited information (Sidharta et al., 2025). In parliamentary news production, such frameworks are sustained through ongoing internal communication that clarifies boundaries, responsibilities, and acceptable editorial responses.

Despite the growing scholarship on newsroom transformation and internal communication, empirical studies focusing specifically on internal communication strategies within parliamentary broadcasting institutions remain limited. Much of the existing literature concentrates on commercial newsrooms or digital-native outlets, leaving institutional media underrepresented in empirical analysis (García-Avilés, 2021; Ryfe, 2024). This gap constrains understanding of how internal communication operates in environments characterized by political sensitivity, formal accountability, and public service mandates.

Case-based research is therefore necessary to capture the everyday communication practices, coordination mechanisms, and decision-making processes that shape parliamentary news production. Such approaches allow for detailed examination of how communication flows across organizational levels and professional roles, revealing dynamics that are not easily captured through surveys or macro-level analysis.

This study addresses that gap by examining internal communication strategies in the production of the TVR 17 Program at TVR Parliament. By focusing on communication flows, coordination practices, and organizational sensemaking within the production division, the research provides insight into how internal communication supports news quality, institutional credibility, and adaptive capacity in a parliamentary broadcasting context. Through a qualitative case study approach, the study contributes to journalism and organizational communication scholarship by offering empirically grounded insights into the strategic role of internal communication in contemporary news production.

RESEARCH METHODS

A. Research Design

This study adopts a qualitative research design with a descriptive case study approach to examine internal communication strategies in news production within a parliamentary broadcasting institution. A qualitative design is appropriate because the study seeks to understand meanings, practices, and coordination processes embedded in everyday newsroom activities rather than to test causal relationships or measure variables statistically. The case study approach allows for an in-depth exploration of internal communication dynamics within their real organizational context, particularly where boundaries between communication, decision-making, and editorial routines are closely intertwined.

The focus on a single case the TVR 17 Program at TVR Parliament enables a detailed examination of communication flows, coordination mechanisms, and sensemaking practices that shape news production in a politically sensitive and institutionally structured environment. This approach is suitable for capturing

organizational complexity and contextual specificity that would be difficult to observe through large-scale or comparative designs.

The study is grounded in a constructivist paradigm, which assumes that organizational realities are socially constructed through interaction, interpretation, and shared meaning. From this perspective, internal communication is not viewed merely as information transmission but as an ongoing process through which newsroom actors negotiate roles, interpret events, and coordinate collective action. This paradigm aligns with organizational communication theory, particularly sensemaking-oriented approaches, which emphasize how actors respond to ambiguity and uncertainty through communication practices.

B. Research Site and Case Selection

The research was conducted at TVR Parliament, a parliamentary broadcasting unit responsible for producing and disseminating news related to legislative activities. The TVR 17 Program was selected as the focal case because it represents a flagship news program that broadcasts parliamentary proceedings and political developments on a daily basis. The program involves intensive coordination among multiple production roles and operates under strict editorial, technical, and institutional constraints, making it a relevant and information-rich case for examining internal communication strategies.

Figure 1. Official Logo of TVR Parliament and TVR 17 News Program

C. Unit of Analysis

The unit of analysis in this study is internal communication practices within the news production process. Specifically, the analysis focuses on communication interactions among members of the production division, including planning, coordination, execution, and evaluation stages of news production. These interactions are examined across hierarchical levels and functional roles to capture vertical, horizontal, and diagonal communication patterns. Participants were selected using purposive sampling, based on their direct involvement in the production of the TVR 17 Program and their strategic roles in internal communication processes. Informants included producers, editors, production coordinators, field coordinators, reporters, and technical staff. This sampling strategy ensured that data were collected from individuals who possess experiential knowledge of communication flows, decision-making processes, and coordination challenges within the newsroom. The number of participants was determined by the principle of data saturation, meaning that data collection continued until no new significant themes or insights emerged from additional interviews.

D. Data Collection and Analysis Methods

Data were collected using multiple qualitative techniques to enable methodological triangulation and enhance the credibility of findings.

1. In-depth Interviews

Semi-structured interviews were conducted with selected participants to explore their experiences, perceptions, and interpretations of internal communication practices. Interview questions focused on coordination routines, communication channels, decision-making processes, role interactions, and responses to uncertainty during news production. The semi-structured format allowed flexibility to probe emerging issues while maintaining thematic consistency across interviews.

2. Participant Observation

Direct observations were carried out during newsroom activities, including editorial meetings, production briefings, and coordination processes before and after broadcast. Observation enabled the researcher to capture real-time communication practices, informal interactions, and non-verbal coordination that may not be fully articulated in interviews.

3. Document Analysis

Relevant internal documents were analyzed to contextualize observed practices and interview data. These documents included production schedules, standard operating procedures, internal guidelines, broadcast rundowns, and archival records of the TVR 17 Program. Document analysis provided insight into formal communication structures and institutional expectations that shape daily production routines.

Data analysis followed an interactive thematic analysis process, drawing on the framework proposed by Miles and Huberman, consisting of three interconnected stages:

1. Data Reduction

Interview transcripts, observation notes, and documents were systematically reviewed and coded to identify relevant segments related to internal communication strategies. Initial codes were developed inductively based on recurring patterns, such as coordination mechanisms, communication channels, role negotiation, and decision-making under uncertainty.

1. Data Display
Coded data were organized into thematic matrices and narrative summaries to facilitate comparison across roles and production stages. This step enabled the identification of dominant communication patterns, interaction structures, and strategic practices within the newsroom.

RESULTS

This section presents and discusses the empirical findings of the study concerning internal communication strategies in the production of the TVR 17 Program at TVR Parliament. The presentation integrates descriptive results with analytical discussion in order to provide a comprehensive understanding of how internal communication operates across different stages of news production and how it contributes to newsroom coordination, editorial alignment, and organizational learning. Rather than treating communication as a background activity, the findings

position it as a central organizing mechanism that enables the production division to function effectively within a time-sensitive and politically sensitive broadcasting environment.

The findings indicate that internal communication within the production division of TVR 17 is organized in a structured yet adaptive manner, closely following the sequential stages of news production: planning, production execution, quality control, and post-broadcast evaluation. Each stage involves distinct communication practices, yet these practices are interconnected and mutually reinforcing. Communication begins with editorial planning meetings, which serve as the primary forum for aligning editorial intent, production capacity, and institutional considerations. During these meetings, editors, producers, and production coordinators jointly review parliamentary agendas, legislative schedules, and anticipated political developments to determine news priorities for upcoming broadcasts.

At the planning stage, communication is predominantly horizontal and diagonal. Editors and producers engage in peer-level discussions to negotiate newsworthiness, while production coordinators contribute operational perspectives related to timing, resource availability, and technical feasibility. Diagonal communication allows editorial and production units to intersect, ensuring that editorial ambitions remain aligned with production realities. Field observations reveal that clear and inclusive communication during this early stage significantly reduces coordination problems during live or near-live broadcasts. Shared rundowns, detailed production schedules, and the use of digital messaging platforms function as common reference points that synchronize understanding among team members. From an analytical perspective, this structure demonstrates how internal communication serves as an organizing mechanism that stabilizes workflow in a highly time-sensitive environment. Rather than relying solely on hierarchical instruction, TVR 17 emphasizes collaborative coordination, allowing flexibility while maintaining editorial coherence.

During the production execution stage, internal communication becomes more dynamic and multi-directional. Empirical data show that communication in TVR 17 operates through vertical, horizontal, and diagonal flows, each fulfilling distinct coordination functions. Vertical communication occurs when producers and production coordinators assign tasks, provide instructions, and monitor progress among reporters, editors, and technical crews. This flow establishes clarity of roles, timelines, and accountability, which is essential during live broadcasting or tight production windows. Horizontal communication is observed among peers within the same functional unit, such as coordination between reporters covering related parliamentary events or editors managing parallel segments of the program. This peer-level interaction facilitates rapid information exchange and mutual adjustment without the need for formal authorization.

Diagonal communication plays a particularly critical role during dynamic and unpredictable situations. Informants consistently highlighted the importance of digital communication platforms, especially WhatsApp groups, in facilitating real-time diagonal communication across editorial, production, and technical units. These platforms enable the rapid dissemination of updates related to sudden schedule changes, technical constraints, or editorial adjustments arising from unexpected developments in parliamentary activities. For example, last-minute changes in parliamentary sessions or spokesperson availability can be

communicated instantly, allowing multiple units to realign their tasks simultaneously.

Analytically, the coexistence of vertical, horizontal, and diagonal communication flows enhances organizational responsiveness. Vertical communication ensures clarity and authority, while horizontal and diagonal interactions support speed, flexibility, and collaborative problem-solving. This configuration is particularly crucial in parliamentary news production, where unforeseen changes are common and immediate alignment is required to maintain accuracy and relevance.

One of the most salient findings of the study is the role of internal communication as a sensemaking mechanism. Editorial communication within TVR 17 is not limited to decisions about which parliamentary events to cover, but extends to interpreting the political significance of those events and determining appropriate framing. Producers and editors engage in iterative exchanges to clarify editorial boundaries, institutional sensitivities, and narrative emphasis. These discussions often involve assessing the implications of political statements, procedural developments, or legislative debates, as well as anticipating how such issues should be contextualized for public understanding.

Sensemaking practices are especially visible during coverage of sensitive or ambiguous parliamentary developments. In situations where information is incomplete or politically charged, internal communication becomes a space for collective interpretation. Through dialogue, questioning, and negotiation, the production team constructs a shared understanding that guides both editorial decisions and on-air presentation.

This shared understanding helps ensure that content remains informative, neutral, and consistent with the institutional mandate of parliamentary broadcasting. From a theoretical standpoint, this finding reinforces the view that communication in news organizations functions as a process of meaning construction rather than mere information transmission. In the context of TVR 17, sensemaking mitigates uncertainty and supports editorial caution without paralyzing production processes.

Quality control constitutes another important phase in which internal communication plays a central role. During this stage, editors, producers, and technical staff coordinate to ensure that visual, audio, and narrative elements meet broadcast standards. Communication focuses on verifying factual accuracy, ensuring coherence between segments, and resolving technical issues that may affect broadcast quality. The findings suggest that effective quality control depends on timely and precise communication, particularly when adjustments must be made under time pressure. The ability to rapidly clarify misunderstandings or correct errors reflects the maturity of internal communication routines within the production division.

Post-broadcast evaluation represents the final stage of internal communication observed in this study. Although evaluation sessions are often informal, they play a significant role in reinforcing organizational learning. After each broadcast, production teams engage in reflective discussions about technical performance, coordination effectiveness, and content clarity. Informants described these evaluations as open and non-punitive, emphasizing improvement rather than fault attribution. This communicative climate encourages honest feedback and collective reflection, which are essential for continuous improvement.

Table 1. Internal Communication Patterns Across TVR 17 News Production Stages

Production Stage	Dominant Communication Flow	Key Actors	Communication Function
Planning	Horizontal & Diagonal	Editors, Producers, Coordinators	Agenda alignment and feasibility assessment
Production Execution	Vertical & Diagonal	Coordinators, Reporters, Technical Crew	Task coordination and real-time adaptation
Quality Control	Vertical & Horizontal	Producers, Editors, Technicians	Editorial and technical verification
Post-Broadcast Evaluation	Horizontal	Entire Production Team	Learning and process improvement

Evaluation is described by participants as an integral part of routine practice that gradually shapes shared standards and expectations. Lessons learned from previous broadcasts are systematically incorporated into subsequent planning processes, contributing to the refinement of communication routines and production strategies. Analytically, these evaluative practices illustrate how internal communication supports organizational memory. By retaining successful coordination strategies and learning from challenges, the production division strengthens its adaptive capacity over time. Internal communication thus functions not only as a tool for immediate coordination, but also as a mechanism for long-term capability building within the newsroom.

Overall, the findings demonstrate that internal communication strategies in the production of the TVR 17 Program are multifaceted and deeply embedded in everyday newsroom practices. Through structured yet flexible communication across planning, execution, quality control, and evaluation stages, TVR Parliament is able to maintain editorial coherence, respond to uncertainty, and foster organizational learning in a complex parliamentary broadcasting environment.

DISCUSSION

Taken together, the findings demonstrate that internal communication strategies in the production of TVR 17 function as a connective infrastructure that links editorial intent, technical execution, and institutional responsibility into a coherent operational system. Communication within the production division is not merely instrumental or supportive in nature, but constitutive of organizational order. Through everyday interactions, information exchange, and interpretive dialogue, internal communication actively structures how work is coordinated, how meaning is constructed, and how responsibilities are distributed within a complex and politically sensitive newsroom environment.

The structured yet flexible communication patterns observed in TVR 17 enable the program to maintain production quality under conditions of tight schedules and unpredictable parliamentary dynamics. Parliamentary news production is inherently characterized by uncertainty, including sudden agenda changes, time-sensitive political developments, and heightened expectations

of accuracy and neutrality. In this context, internal communication serves as a stabilizing mechanism that allows the organization to respond quickly without losing editorial coherence. Planning meetings, real-time digital coordination, and post-broadcast evaluations collectively create a communication loop that supports both immediacy and reflection.

A key insight from the findings is the way the production division combines hierarchical clarity with collaborative interaction. Clear vertical communication ensures that roles, authority, and accountability are well defined, which is crucial during live or near-live broadcasts. At the same time, horizontal and diagonal communication channels enable collaborative problem-solving, rapid adjustment, and mutual support across editorial, production, and technical units. This hybrid configuration allows the organization to exercise control where necessary while remaining adaptable to situational demands. Rather than being contradictory, control and flexibility emerge as complementary dimensions of effective internal communication.

This balance is particularly important for sustaining credibility in parliamentary broadcasting. Public trust in institutional media depends not only on factual accuracy but also on transparency, consistency, and editorial responsibility. Internal communication practices that facilitate collective sensemaking help ensure that news content is framed appropriately, sensitive issues are handled with caution, and institutional norms are upheld. In this sense, internal communication contributes directly to the legitimacy of the organization, as it shapes how journalistic standards are enacted in practice.

In sum, the results affirm that the effectiveness of TVR 17 as a parliamentary news program is closely tied to the robustness of its internal communication strategies. These strategies enable the organization to manage uncertainty, align editorial perspectives across professional roles, and embed learning into routine practice. By continuously refining communication processes, the production division strengthens its capacity to adapt while maintaining consistency. Ultimately, internal communication emerges as a strategic resource that supports TVR Parliament's role as a reliable and credible source of legislative information in the public sphere.

CONCLUSION

This study concludes that internal communication strategies play a decisive role in sustaining the effectiveness of news production within parliamentary broadcasting organizations. The case of the TVR 17 Program at TVR Parliament demonstrates that communication is not merely an operational tool but a constitutive organizational process that enables coordination, sensemaking, and editorial alignment. Internal communication within the production division operates through structured yet adaptive patterns across planning, production execution, quality control, and post-broadcast evaluation stages. The presence of multi-directional communication flows vertical, horizontal, and diagonal allows the production team to respond effectively to time pressure, uncertainty, and the dynamic nature of parliamentary activities while maintaining editorial coherence and institutional responsibility.

From a theoretical perspective, the findings contribute to organizational communication and journalism studies by empirically reinforcing sensemaking-oriented approaches to newsroom analysis. Internal communication in parliamentary news production functions as a mechanism through which meaning is collectively constructed, uncertainty is reduced, and editorial decisions are stabilized. This study extends existing literature by situating internal communication strategies within an institutional media context, highlighting how communication practices are shaped not only by professional journalistic norms but also by organizational hierarchy and political sensitivity. By doing so, the research offers analytical generalization for understanding communication dynamics in other institutional or public-service media organizations.

Practically, the study underscores the importance of strengthening internal communication systems to support sustainable news production. Media organizations, particularly those operating in politically sensitive environments, should formalize coordination routines, enhance cross-functional communication channels, and institutionalize reflective evaluation practices. Investing in structured yet flexible communication strategies can improve production efficiency, reduce miscommunication, and reinforce public trust in institutional media. Future research may build upon this study by conducting comparative analyses across parliamentary broadcasters or examining the integration of emerging digital and AI-based communication tools in newsroom coordination processes.

ACKNOWLEDGMENT

REFERENCES

1. Buschow, C., & Suhr, M. (2024). Organizations as innovations: Examining changes in journalism through the lens of newly emerging organizations. *Media and Communication, 12*, Article 7399. https://doi.org/10.17645/mac.7399

2. García-Avilés, J. A. (2021). Journalism as usual? Managing disruption in virtual newsrooms during the COVID-19 crisis. *Digital Journalism, 9*(9), 1239–1260. https://doi.org/10.1080/21670811.2021.1942112

3. Gehrau, V., Lührmann, J., Stehle, H., & Röttger, U. (2024). The impact of internal communication on individual empowerment: Findings of a representative employee survey in Germany. *International Journal of Strategic Communication, 18*(3), 208–227. https://doi.org/10.1080/1553118X.2024.2312859

4. Hallin, D. C., Mellado, C., & Mancini, P. (2021). The concept of hybridity in journalism studies. *The International Journal of Press/Politics, 28*(1), 219–237. https://doi.org/10.1177/19401612211039704

5. Konow-Lund, M., Mtchedlidze, J., & Barland, J. (2024). Organizational and occupational innovation when implementing a COVID-19 live tracker in VG newsroom. *Journalism Practice, 18*(7), 1773–1789. https://doi.org/10.1080/17512786.2022.2116592

6. Lee, Y. (2023). ICT use, internal communication satisfaction, and engagement of working-from-home employees: The moderating role of affiliative tendency. *Computers in Human Behavior, 138*, 107472. https://doi.org/10.1016/j.chb.2022.107472

7. Mellado, C., Hallin, D., Cárcamo, L., Alfaro, R., Jackson, D., Humanes, M. L., & Ramos, A. (2021). Sourcing pandemic news: A cross-national computational analysis of mainstream media coverage of COVID-19 on Facebook, Twitter, and Instagram. *Digital Journalism, 9*(9), 1261–1285. https://doi.org/10.1080/21670811.2021.1942114

8. Nolan, D., McGuinness, K., Lee, J. Y., Holland, K., & Lewis, M. (2024). Journalistic role performance in Australia during the COVID-19 pandemic: Events, media systems and journalistic practice. *Journalism Practice, 18*(9), 2281–2299. https://doi.org/10.1080/17512786.2024.2303052

9. Ryfe, D. (2024). Strengthening the theoretical foundations of role performance theory. *Journalism Practice, 18*(9), 2191–2205. https://doi.org/10.1080/17512786.2024.2308534

10. Sidharta, V., Lubis, D. P., Sarwoprasodjo, S., & Seminar, K. B. (2024). Decision making in ambiguous situations: Determining recipients of cash social assistance in Indonesia. *Multidisciplinary Science Journal, 7*(6), 2025278. https://doi.org/10.31893/multiscience.2025278

11. Verčič, A. T., Verčič, D., Čož, S., & Špoljarić, A. (2024). A systematic review of digital internal communication. *Public Relations Review, 50*(1), 102400. https://doi.org/10.1016/j.pubrev.2023.1024007

12. Westlund, O., & Ekström, M. (2021). Critical moments of coordination in newswork. *Journalism Practice, 15*(6), 728–746. https://doi.org/10.1080/17512786.2021.1903970

13. Wuersch, L., Neher, A., & Peter, M. K. (2023). Digital internal communication: An interplay of socio-technical elements. *International Journal of Management Reviews, 25*, 614–639. https://doi.org/10.1111/ijmr.12323