

Communication Audit during Covid-19 Pandemic at Brawijaya University Hospital

Saza Azizah Anindyo

School of Communication Brawijaya University, Malang, Indonesia

Rachmat Kriyantono

School of Communication Brawijaya University, Malang, Indonesia

Desi Dwi Prianti

School of Communication Brawijaya University, Malang, Indonesia

ABSTRACT

The flow of organizational communication has an influence on organizational effectiveness related to the relationship or implementation and achievement of organizational goals. Moreover, the effectiveness of communication depends on several aspects, such as communication events aspect, organizational communication climate, and organizational communication satisfaction aspect, so that all members of the organization can be motivated to achieve the goals of the organization. In order to have a good communication system, a healthy organization generally shows an open management style, both internal and external openness of the organization. This study aims to analyze the internal communication system at Brawijaya University Hospital (RSUB) regarding employee engagement during the COVID-19 pandemic period of January 2022-July 2022 through a communication audit. The audit process is carried out the Medical Approach or Doctor-Patient Model. For the data collection technique is in the form of questionnaires, namely Organizational Communication Inventory and interviews. The sample used in the form of variation of levels at the Brawijaya University Hospital which it is categorized based on the members of the organization position according to the hierarchy or structure that applies at the University of Brawijaya Hospital with a total of 206 people. The results present that the subordinate indicators have the lowest mean value with the most of the respondents in the low category. It indicates that the communication relationships in the workplace with subordinates need to get attention and improvement between the communication relationships with members of the organization. The lack of good communication relation with subordinates is affected by the lack of appropriateness between the superiors working with one of their subordinates which cause poor communication between the superior and subordinates.

Keywords: Organizational Internal Communication; Communication Audit; Employee Engagement.

INTRODUCTION

Pace & Faules (2006) states that the flow of organizational communication in organizations has an influence on organizational effectiveness relate to the relationships or implementation and

achievement of organizational goals. Moreover, Pace & Faules (2006) states that the communication effectiveness depends on several aspects, such as aspects of communication events, organizational communication climate, and organizational communication satisfaction, so that all members of the organization can be motivated to achieve the goals of the organization. However, the communication system can also affect the balance in the organization if the communication system is disturbed (Kriyantono, 2004). It means that communication and organization has a network of interdependent relationships (Pace & Faules, 2001), so both have an influence on each other.

The openness and the easy access to internal communication between sections of subordinates to superior (upward), leadership to subordinates (downward), and to colleagues (horizontally) is very important for the organization. Daniel, Titman & Wermers (2012) explains that upward communication determines organizational members' involvement in case of decision making, problem solving, and work procedure policies development. Downward communication also determines the integrity of the leadership in providing the implementation of tasks, work instructions, policy information, and even provides feedback on the performance of subordinates (Rivai, 2003). Kriyantono & Mckenna (2017) state egalitarian communication will stimulate dialog to reach a mutual agreement, cooperation, and fairness. When members of the organization feel that they do not have the freedom to provide suggestions and criticism to the superior, the organization will not run well (Katz & Khan, 1978). It means that communication is an absolute thing from superiors to subordinates, subordinates to superior or fellow members of the organization.

The phenomenon of the relationship between employee turnover and employee engagement also occurs at Universitas Brawijaya Hospital. Based on data from RSUB Health Resources (2020), there was an increase in Labor Turn Over from 2018-2020. In 2018, the Labor Turn Over rate was 5.07%. In 2019, there was an increase in Labor Turn Over to 6.37%. The increase again occurred in 2020 with a total Labor Turn Over of 7.81%. Based on the pre-study, the increase in LTO at Brawijaya University Hospital occurred due to dissatisfaction in work, including lack of compensation, lack of appreciation for employees, slow career paths, and unclear future guarantees.

One way to evaluate the communication system in an organization is to conduct a communication audit. Hardjana (2000) said that a communication audit is carried out when the organization is in crisis, there is a turnover, and it has never been audited. It means, the organizational communication system needs to be evaluated periodically to improve organizational efficiency. Brawijaya University Hospital experienced this situation. Zwijze-Koning & Jong (2015) stated that communication audits are often used to evaluate the strengths and weaknesses of an organization's internal communication system and diagnose communication problems and propose strategies for organizational improvement. The communication audit process is designed to examine, evaluate the communication process, uncover challenges and gaps related to effective communication, and provide suggestions for improvement (Henderson, 2005).

Communication Audit Models and Dimensions

Kriyantono (2006) states that a communication audit can help organizations improve the effectiveness of the communication process because communication is seen as a factor causing

the effectiveness or failure of the organization's functional work. The effectiveness of the internal communication management process in the organization is measured through the Organizational Communication Dimension Model (Wulandari, 2011).

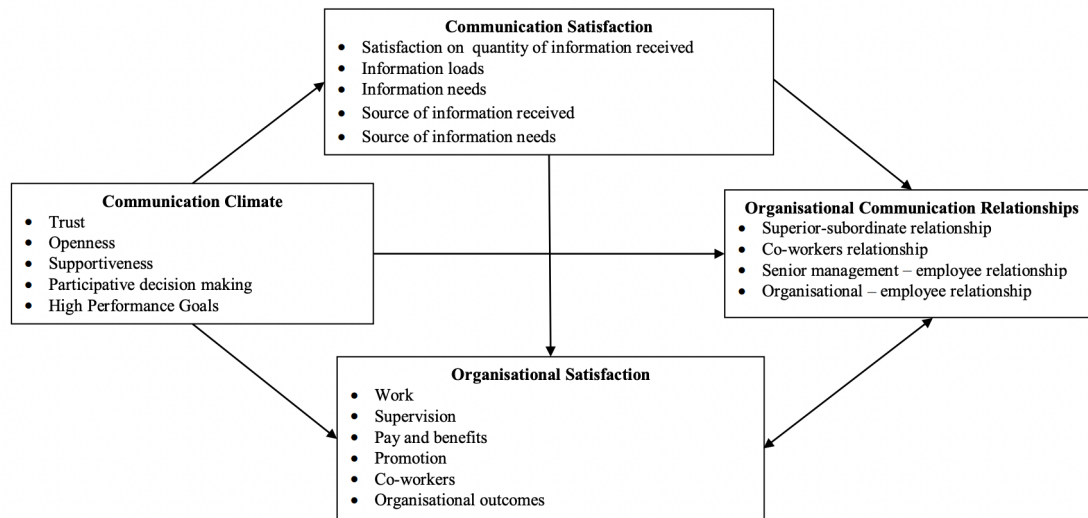


Figure 1. Communication Audit Models and Dimensions

Communication Satisfaction

Pace & Faules (1994) explains that communication satisfaction is an individual's affective reaction to the desired outcomes in the organization. This approach incorporates a number of dimensions of communication satisfaction, including: a) Job-related information; b) Adequacy of information; c) Ability to suggest improvements; d) Efficiency of multiple communication channels; e) Media quality; f) How the colleagues communicate; g) Information across the organization; h) Organizational integration. Insufficient information can emerge as a result of the quality of information relayed to the internal public during crisis (Kriyantono & Mckenna, 2019). In this study, communication satisfaction is assessed based on five indicators namely satisfaction with the quantity of information received, information needs, information load, and source of information load received, source of information need which is the development of a multidimensional construct that examines employee perceptions of communication form (Wulandari, 2011).

Communication Climate

Pace & Faules (1994) say that communication climate is important for organizational life because it affects how organizations can live, who we talk to, who we like, how we feel, how hard we work, how innovative we are, and how we fit into the organization. Litwin & Stringer in Wirawan (2007) suggests that there are four dimensions of organizational climate. The success of increasing service professionalism, increasing active community participation, and service openness is very dependent on the communication and information functions that are implemented (Kriyantono, 2015)

Organizational Satisfaction

Almost every organization believes that job satisfaction is important. The main reason is that job satisfaction contributes to a better work environment. Good relations with the public affect

the success of the activities carried out by the organization (Kriyantono & Sa'adiyah, 2018). Moreover, a research shows that the increasing of job satisfaction has been shown to be associated with financial success for organizations (Maister, 2001). Dimensions of job satisfaction can be focused on many aspects of the job. Spector (1997) offers nine aspects of job satisfaction called the Job Satisfaction Scale (JSS).

Organizational Communication Relations

Downs & Adrian (2004) suggest that the superior-subordinate relationship is a critical point in organizational communication research because most employees think that their supervisor is structurally the most important communication connection in the workplace. Sias (2005) explains that in-group relationships are characterized by a higher quality of superior-subordinate relationship which indicates a higher level of mutual trust, respect, and obligation among relationships within the organization.

Colleagues who are able to be invited to cooperate and support the implementation of work tend to have an effect on increasing the morale and job satisfaction of these employees. On the other hand, colleagues who cannot work together will cause conflicts at work and this has a negative impact on the performance and morale of organizational members (Willyams, 2010). Smith (2007) revealed that employees are more trusted than senior management as a source of communication in the workplace. Employees prefer to communicate with their colleagues than with senior management. Senior management seems to have less credible communication with employees even with the public. Mitchell, et.al (2006) explains that employee engagement is a factor that can overcome employees quitting their jobs, whether related to work or not. Holtom (2004) states that the greater a person's connection with the organization and his community, the more likely he will stay in the organization because those who are engaged are enthusiastic, passionate, and passionate about their work.

METHODOLOGY

The research type of this communication audit research is in form of descriptive by combining a quantitative approach as primary data and a qualitative approach as supporting data. Then, survey methods by questionnaire namely Organizational Communication Inventory and structured interviews is used with the aim of describing the effectiveness of internal communication management at Brawijaya University Hospital. Through the description of the data obtained by the researcher, the reader will increasingly understand the explanation of the data submitted by the researcher. The communication audit is an in-depth and comprehensive study to assess the internal communication management process carried out by organizational members at Brawijaya University Hospital. The basis for the distribution of strata in this sampling is the variety of levels in the Brawijaya University Hospital (stratified sampling) which is categorized based on the position of the organizational members according to the hierarchy or structure that applies at the Brawijaya University Hospital.

RESULT AND ANALYSIS

Result

The result shows that are from the 206 questionnaires distributed, 181 were returned. Based on the Response Rate formula, the response rate obtained in this study is 87.86% and is included in the excellent or acceptable criteria.

Characteristics of respondents

Characteristics of respondents in this study involve gender, age, education, length of work in RSUB, and income level.

Table 1. Respondents' Characteristic

No	Gender	Respondent	Percentage
1.	Female	104 people	57.5%
2.	Male	77 people	42.5%
	Age	Responden	Percentage
1.	20-29 years old	79 people	43.6%
2.	30-39 years old	85 people	47.0%
3.	40-49 years old	15 people	8.3%
4.	above 50 years old	2 people	1.1%
	Education	Respondent	Percentage
1.	Primary School	1 people	0.6%
2.	Junior High School	0 people	0.0%
3.	High School	78 people	43.1%
4.	Associate Degree	13 people	7.2%
5.	Bachelor Degree	83 people	45.9%
6.	Master Degree	3 people	1.7%
7.	Doctoral Degree	1 people	0.6%
8.	Professor	2 people	1.1%
	Length of Work	Respondent	Percentage
1.	Less than 1 year	1 people	0.6%
2.	1-3 years	76 people	42.0%
3.	4-10 years	104 people	57.5%
4.	More than 10 years	0 people	0.0%
	Tingkat penghasilan	Respondent	Percentage
1.	Less than Rp 1.000.000	0 people	0.0%
2.	Rp 1.000.000 – Rp 2.000.000	150 people	82.9%
3.	Rp 3.000.000 – Rp 5.000.000	30 people	16.6%
4.	More than 5.000.000	1 people	0.6%
Total		181 people	100%

Based on the data in Table 1 above, it is known that most of the respondents who are employees and the hospital community of Brawijaya University Hospital are female (57.7%), aged between 30 years to 39 years (47.0%), graduated in bachelor's degree (45.9%), with a period of between 4 and 10 years (57.5%) and with an income level of between Rp. 1,000,000 to Rp. 2,000,000 (82.9%). Based on these data, it is known that the employees and the hospital community of Brawijaya University Hospital are mostly women of the productive age. Basically, Brawijaya University Hospital is not only for women or men but can be done by both of it. Merely, the need for male workers is greater in accordance with the needs of the work in the Brawijaya University Hospital.

In terms of education, it is known that most of the respondents have higher education (level 1) related to the expertise needs of the Universitas Brawijaya Hospital and with a long working period (4-10 years), so they already understand enough about regulations, work procedures, and procedures in the company. Thus, the employees can carry out the tasks assigned to them properly.

Table 2. Characteristics of Respondents Based on Position

No	Position	Respondent	Percentage
1.	Director	1 people	0.6%
2.	Head of division	1 people	0.6%
3.	Head of pharmacy & <i>JKN</i>	2 people	1.1%
4.	Section chief	3 people	1.7%
5.	Head of subsection	3 people	1.7%
6.	Head of affairs	1 people	0.6%
7.	Unit Coordinator	13 people	7.2%
8.	Medical staff	28 people	15.5%
9.	Medical support staff	50 people	27.6%
10.	Non-medical staff	25 people	13.8%
11.	Security team	21 people	11.6%
12.	Cleaning service	33 people	18.2%
	Level	Respondent	Percentage
1.	Upper level	2 people	1.1%
2.	Middle level	22 people	12.2%
3.	Lower Level	157 people	86.7%
Total		181 people	100%

Based on the data in table 2, it is known that the majority of respondents come from medical support staffs which are 50 respondents (27.6%) of the 181 respondents who have returned the questionnaire. Medical support consists of laboratories, pharmacies, nutrition, and other units that support medical units. This study also divides the types of respondents into three types, namely upper level, middle level, and lower level. Based on the results received, there are differences in the number of questionnaires distributed and the questionnaires returned. There are several reasons why other members of the hospital community did not return the questionnaire, one of which was because they felt that the questionnaire had no effect on their prosperity.

Data Analysis

Based on the results of the descriptive analysis of the variable of Communication Satisfaction, the mean value for each indicator and the mean value of the Communication Satisfaction variable are obtained.

Table 3. Descriptive Statistics of Communication Satisfaction Variables

Variable	Mean
Satisfaction with the quantity of information received	2.41
Information needs	3.49
Information load	2.39
Source of information needs	2.27
Source of information load	2.44
Total Mean	2.80

Based on table 3 above, it is known that the satisfaction level of respondents who are employees and the hospital community of Brawijaya University Hospital communication within the company are quite satisfactory (with a total average value of 2.80). This shows that employees are quite satisfied with the communication mechanism in the organization. Meanwhile, in table 3 shows that information needs and sources of information load are the top two indicators of the level of communication satisfaction. However, sources of information needs, information load, and quantity of information received are the three lowest indicators of the level of communication satisfaction. This shows that employees are most satisfied with the information they need and the source of the information load, but the least satisfied with the source of the information needs, the information load, and the quantity of information received.

Table 4. Descriptive Statistics of Communication Satisfaction Variables

Variable	Mean
Mutual trust	2.66
Mutually open	2.45
Mutual support	2.37
Engage in decision making	2.78
High performance goals	2.59
Total Mean	2.55

Based on Table 4, it is known that the communication climate among organizational members at the Brawijaya University Hospital is in the fairly good category (with a total average score of 2.55). This indicates that the organization put enough trust, supportive enough, open enough, and sufficiently actively consults with them and has a concern for high-level performance standards. Table 4 shows that involvement in decision-making and mutual trusts are the top two indicators of the communication climate variable. However, high-performance goals, mutually open, and mutual support are the three lowest indicators of the communication climate variable. This shows that employees feel involved in decision-making and there is trust among organizational members, but they still feel lacking with the organizational support for employees and a lack of openness among organizational members.

Table 5. Descriptive Statistics of Organizational Satisfaction Variables

Variable	Mean
Job satisfaction	2.93
Supervision satisfaction	3.44
Satisfaction of salary and benefit	2.40
Satisfaction with promotions	2.96
Co-worker satisfaction	2.62
Satisfaction with achievement at workplace	3.37
Total Mean	2.91

Based on table 5, it presents that employee satisfaction with the organization at Brawijaya University Hospital is in the good enough category (with a total average score of 2.91). It shows that employees are satisfied enough with their jobs, salary and benefit, promotion system, supervision, and organizational changes. Table 5 shows that job satisfaction, supervisory satisfaction, satisfaction in achievement at work and satisfaction with promotions/promotions are the top four indicators of organizational satisfaction variables. However, the satisfaction of fellow co-workers and satisfaction with salary and benefits are the two lowest indicators of the organizational satisfaction variable. It shows that employees are satisfied enough with workplace supervision, achievement and promotion but are still not satisfied with the work, fellow co-workers and salary and benefit.

Table 6. Descriptive Statistics of Organizational Communication Relationship Quality Variables

Variable	Mean
Work colleagues (co-work)	3.14
Senior management	3.65
Subordinate	3.28
Direct-supervisor	3.70
Organization	3.01
Total Mean	3.26

Based on table 6, it is shows that the quality of organizational communication relationships is in a good enough category (with a total average value of 3.26). It shows that employees basically have a good enough relationship with co-work, senior management, subordinates, direct supervisor and the organization where they work. Table 6 shows that of the five indicators in the quality of communication relationships, the subordinate indicators have the lowest mean value. These results indicate that employees feel that communication with their direct superiors, senior management, co-workers and the organization has established quite well but they still feel lacking in the quality of communication with subordinates.

DISCUSSION

Communication Satisfaction

The results of the descriptive analysis show that of the five indicators of communication satisfaction, there are three indicators with the lowest mean value, namely the source of information needs, information load and satisfaction with the quantity of information received. The result of further analysis comes up if the respondents' majority have sources of information needs in the low category. It indicates that the source of information about RSUB is poor which comes from presentations from management and directors. Furthermore, it shows that

satisfaction with the quantity of information received by the respondents' majority is in the weak category. Satisfaction with the quantity of communication received indicates the satisfaction of organizational members with the amount of information they receive. It shows that respondents' majority are dissatisfied with the amount of information received on benefits and salaries, company policies and everything related to the work of employees. The information load indicator also shows that it is in the low category indicating that the majority of respondents are dissatisfied with the information received from the organization relating to the work of employees, company policies, problems and changes that occur in the organization where they work.

Communication Climate

The results of the descriptive analysis show that the communication climate variable has the lowest mean value compared to other variables, and it can be seen from the mean value of each indicator also shows a low value. It shows that the organizational climate in Brawijaya University Hospital is deficient, which means that respondents have a bad perception that the organization trusts, support, openness, and actively consults with them and has a concern for high-level performance standards. Based from the five indicators in the communication climate, the indicator with the lowest mean value is an indicator of mutual support.

Organizational Satisfaction

The result of the descriptive analysis comes up if there are two indicators with the lowest mean result: satisfaction with colleagues and satisfaction with wages and profits. Furthermore, the results of indicators of co-work satisfaction, it is known that most of the respondents are in the low category. It indicates that the relationship that exists between employees or co-workers is less harmonious and if there are problems in the unit and employees' co-workers cannot provide solutions to solve them properly.

Communication Relationship Quality

The result of descriptive analysis shows that of the five indicators in the communication relationship quality variable, the organization indicators have the lowest mean value. Meanwhile, it also shows result of subordinate indicator that most of the respondents are in the low category. It indicates that between the communication relationships with members of the organization, the communication relationships in the workplace with subordinates need to get attention and be improved. The lack of good communication relation with subordinates can be caused by a lack of appropriateness between superiors working with one of their subordinates which resulting the poor communication between superiors and subordinates. Whereas communication is needed to obtain and provide the information needed, especially related to work. If the quality of the communication relationship that exists with subordinates is not good, it will result in the information conveyed to subordinates not being optimal or in other words, subordinates not getting optimal information related to their work so that it will have an impact on the successful implementation of the work.

CONCLUSION

The conclusion obtained from this study is that the level of communication between employees and the hospitality community of Brawijaya Hospital University Malang shows the category of quite satisfied. The lowest indicators are the source of information needs, the information load and the quantity of information received. Furthermore, the communication climate between

organizational members at Brawijaya University Hospital shows a good enough category. The bottom indicators are high performance goals, open to each other and mutually supportive. Furthermore, employee satisfaction with the organization at Brawijaya University Hospital shows a good enough category. The lowest indicators are the satisfaction of fellow co-workers and satisfaction with wages and benefits. Furthermore, the quality of organizational communication relationship shows in a good enough category where is the lowest indicator is subordinates.

In addition, there are recommendations that can be applied by the management of Brawijaya University Hospital so that employees can have a high bounding to the organization through a communication audit, they are: **a)** providing training related to effective communication in the field of services by certified trainers, **b)** holding family gathering, **c)** conduct working visit to hospitals and other service areas, **d)** conduct regular focus group discussions from the high to lower levels, **e)** create a special platform or application to handle employee complaint, **f)** public relations can be regarded as “a source of ethical statements from organization and the repository of ethical and social policies for the organization (Kriyantono,2019), So it’s important to establish public relations as a regulator of the communication system internally in Brawijaya University Hospital both structurally and functionally.

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