

Client Service Communication's Audit Through Digital Communications at *Indonesia Communications*

¹Ayu Larasati, ²Puji Lestari

^{1,2} Study Program of Public Relations Science, Universitas Pembangunan Nasional "Veteran"
Yogyakarta

²Corresponding author, email: puji.lestari@upnyk.ac.id

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Abstract

During the COVID-19 pandemic, the Indonesian government implemented policies that required people to work, pray, and study from home or a *Work From Home* (WFH). ID COMM also carries out such policies to serve clients. Thus, this unprecedented phenomenon changed its communication system. This communication audit research is being conducted to evaluate the flow of communication that occurs in serving clients in ID COMM. The data used for this study is taken from interviews and observation through qualitative methods and literature review. As an agency, ID COMM uses the transactional communication Tubbs model. While doing its jobs, ID COMM encountered problems, such as a lack of personal touch and less flexibility when presenting briefs and work due to that effect on revision frequency. Sometimes, ID COMM encounters another problem, from the bad internet connection to the clients who do not understand what PR needs for strategy. Though ID COMM must dealing with many obstacles, the client is satisfied with the performance of ID COMM in general.

Keywords: communication audit, Indonesia communications, client service communication, transactional communication model

Introduction

The Coronavirus Disease (COVID-19) pandemic has spread worldwide, including in Indonesia. The first emergence of COVID-19 was in Wuhan, China. Later, the Indonesian government announced the case of a patient exposed to COVID-19 in Indonesia for the first time on March 2, 2020 (Retaduari, 2020; Prayudi et al., 2021). Cited from the Kompas.com website (2020), President Joko Widodo emphasized the policy that any activity and productivity shall be done at home to stop COVID-19 (Ihsanuddin, 2020; Prayudi & Sagita, 2021). Since then, the Indonesian government has demanded that the public be aware of the COVID-19

spread. One of its ways is carrying out regulations to urge all citizens to work, study, and pray from home, or called Work From Home (WFH).

WFH works from outside office buildings, at home or remotely, using information technology to accomplish tasks, duties, or assignments and interact with co-workers or seniors. Hence, it is necessary to adjust the work system to the company communication method used by any organization, company, or institution affected by the COVID-19 pandemic. In addition, working from home or telecommuting, according to Helena and Hyromnimus (2020), is an alternative way for flexible working when employees do their work and carry out their duties and responsibilities (Helena & Dua, n.d.).

One company affected by the pandemic and implemented WFH was a Public Relations Agency or an Industry that provides strategies, communication, or public relations services for other companies. The increase of COVID-19 spread over time forced the public relations industry to adapt to survive such conditions. Jojo S. Nugroho, chairman of the Association of Indonesian Public Relations Companies (APPRI), stated that the PR industry had encountered a loss of 50% approximately due to the pandemic outbreak (Admin, 2020). Indonesian Minister of Communication and Information, Johnny G. Plate (2020) stated that this is the time for Public Relations to play a significant role when the world moves from physical to digital (Subagyo, 2020).

Indonesia's PR survey in 2020 showed that PR agencies or PR industries carried out programs as much as 33.33% done hybrid, which means a combination of offline and online, 63.64% carried out online, and 3.03% done offline. Based on the given data, the performance of implementation from PR programs carried out at agencies was mainly done online by using supporting platforms such as Zoom Meeting, Google Workspace, Microsoft Teams, Cisco Webex, and other conference platforms. According to the survey based on various meeting platforms, most PR agencies use Zoom meetings, as much as 41.67%, generally used for internal discussion and coordination meetings with stakeholders and clients. In addition, PR Indonesia released its research about what type of social media platforms are often used to communicate or run PR programs with their audiences or stakeholders. Moreover, PR agencies run their social media using Instagram 40%, Facebook 20%, Twitter 10.67%, LinkedIn 22.67%, and 6.67% other social media (Salsabila, 2020).

Such communication activity is known as digital communication. Turning conventional communication into digital was the right choice during the COVID-19 outbreak. The COVID-19 era is the moment of the acceleration of the technological communication era. Setiawan said

that technology communication presents significant challenges for businesses. In this situation, the business can employ communication technology as a catalyst for change or even as a means of annihilation (Setiawan, 2021). In addition, in this era, every sector uses digital communication to run their business or other needs. Meinel and Sack (2019) stated that digital communication occurs only when using digital communication channels as its medium during communication. Digital communication practices provide certain advantages in implementing public relations activities, from planning and implementation to evaluation (Nasrullah, 2021). The presence of digital communication, which involves human resources and financing, makes it more effective and efficient.

Thus, during the pandemic, the PR industry experienced internal and external challenges, such as problems with digital communication methods with employees. As a company providing service to clients, the PR industry must be creative and innovative to assist its clients. Therefore, this is one of the external challenges experienced by the PR industry. The term client in this agency case study is the same as the customer. Clients are stakeholders whose concerns should get special attention regarding business deals, especially those loyal to PR's product services for years (Perdana & Irwansyah, 2019).

Indonesia Communications (ID COMM) is one of the communications industries implementing the WFH work system to serve clients. ID COMM is a public relations agency in Senayan Trade Center, Central Jakarta province, DKI Jakarta. ID COMM is a public relations agency that provides strategic public relations (PR) services through three main pillars, namely Public Affairs (PA), Corporate Communications (CorComm), and Marketing Communication (MarComm) and is also supported by Digital Communications. ID COMM was established in 2014 and founded on the need for strategic support and communication or public relations programs in the private and public sectors. It was supported by the awareness of the importance of communication and public relations strategies and programs, which have now been upgraded into the public sector, mainly due to the presence of social media as a communication channel used by various institutions. Therefore, ID COMM is here to provide a professional impression to its potential clients. As a public relations industry that started from zero, ID COMM has currently helped various companies survive during the pandemic, whether they are private companies, government, or non-government organizations (NGO's).

During the COVID-19 pandemic, in March 2020, ID COMM carried out an online work system called WFH. Such a method was implemented remotely. The effectiveness of long-distance communication in handling client projects is challenging for consultants at agencies

and clients. The implementation of communication in the PR agency, both internal and external communication, needs to be evaluated periodically. According to Hardjana (2000), communication audits can be used to plan the goals and objectives for the next six months or in a certain period and how to achieve those goals. In addition, communication audits can undoubtedly be used for research at the fact-finding or gathering activity phase, i.e., relations management (Ramadani, 2015). It conducted auditing of the @Jokowi Instagram account, which managed by the President's Digital Communication Team. This study discussed social media currently being used, such as Instagram. Instagram is used both individually or personally (read: citizen) and by government public relations to deliver information and interact with their audiences. As a leader in Indonesia, Jokowi uses Instagram to carry out his duties. Such research conducted by Pandiangan, A and Sella I. S., aims to analyze the process of managing @Jokowi Instagram. The study used a qualitative method by interviewing the manager of Instagram @Jokowi, the president's digital communication team. The research gave insight into the general guidelines for Communication Audits in Government Agencies as regulated in the Regulation of Peraturan Menteri Pendayagunaan Aparatur Pemerintah Negara dan Reformasi Birokrasi Republik Indonesia Number 27 the year 2011. Thus, the President's Digital Communication Team has carried out its duties and works corresponding to the guidelines (Pandiangan & Ikhwanus Shafa, 2020).

Other research carried out by Trisnawati, Lestari, and Prayudi (2019, 207-223), conducting research Audit Komunikasi Program Jogja Belajar Budaya. This research aims to conduct the Communication audit Program Jogja Belajar Budaya, launched by Daerah Istimewa Yogyakarta (DIY) government. The method used for the research is an evaluation method using a qualitative approach. That communication audit resulted that at the input stage, in general, the concept was well gone already. However, a program still needed to be understood more, which was analogous to the planning document. Then the output stage, the implementation runs smoothly from the program goals perspective, which has been achieved, although there were still some obstacles when the program was implemented. Finally, at the outcome stage, it was found that the program's expected big goals had yet to be achieved. This could be seen from the benefits that were felt in general (Trisnawati, Lestari dan Prayudi, 2019). This study seeks an evaluation using the communication model, according to David K. Berlo. SMCR or Source, Message, Channel, and Receiver. The SMCR model does not use noise or disturbance, so finding disturbance in the process of the Jogja Belajar Budaya program is a challenge for researchers.

Besides, there is no research on communications audits about client service through digital communications. In another case, in pra research, researchers find that ID COMMs still need to communicate audits of their work. So, auditing communications about client service is essential and urgent. The findings of this research mean novelty research.

According to the given problem, researchers are interested in researching client service communication audits through digital communication in the ID COMM era in dealing with clients. Previously, academics and researchers researched communication audits, which mainly discussed corporate, social media, and program communication audits. Hence, this kind of research is new. The difference between this study and the previous ones is that it examines client services through digital media carried out by the PR industry. Therefore, this study evaluates the ID COMM work system in client service processes through digital communication. This digital communication focuses on using communication media through conference meetings, chat platforms, and social media. The result of this research is expected to be an insight into evaluating digital communication carried out internally and externally by consultants at ID COMM. The objective to be achieved by this research is to analyze the audit of client service communication through digital communication that PT conducts. Indo Dharma Komunika (Indonesia Communications) handles clients during the COVID-19 pandemic.

Client Service Communication Audit

A communication audit is a diagnostic examination that can provide early information to prevent more significant damage to an organization's health (Hardjana, 2000). The purpose of this study is to examine whether communication through digital is already well worked, to diagnose problems that have occurred, and to evaluate new policies. According to Hardjana (2000), through a communication audit, we can determine the effectiveness of the communication process, model style, channel, media time, message clarity, openness, honesty, and participation of members of government and public agencies in interacting with indicators of the extent both members of government agencies and the public can understand the message and give feedback (Pandiangan & Ikhwanus Shafa, 2020). The time to conduct a communication audit is the existence of certain conditions in the company. According to Rosli and Bungin (2015), a communication audit is carried out if the following conditions occur:

- 1) When there is an organizational development.
- 2) When an organization is involved in a merger or acquisition process by another organization.

- 3) When there is a reduction in subordinates or an attempt to increase the number of workers.
- 4) When there is a change in functions and responsibilities of the company.
- 5) When there will be attempts to use new technologies (especially those related to information and communication) (Mohammed & Bungin, 2015).

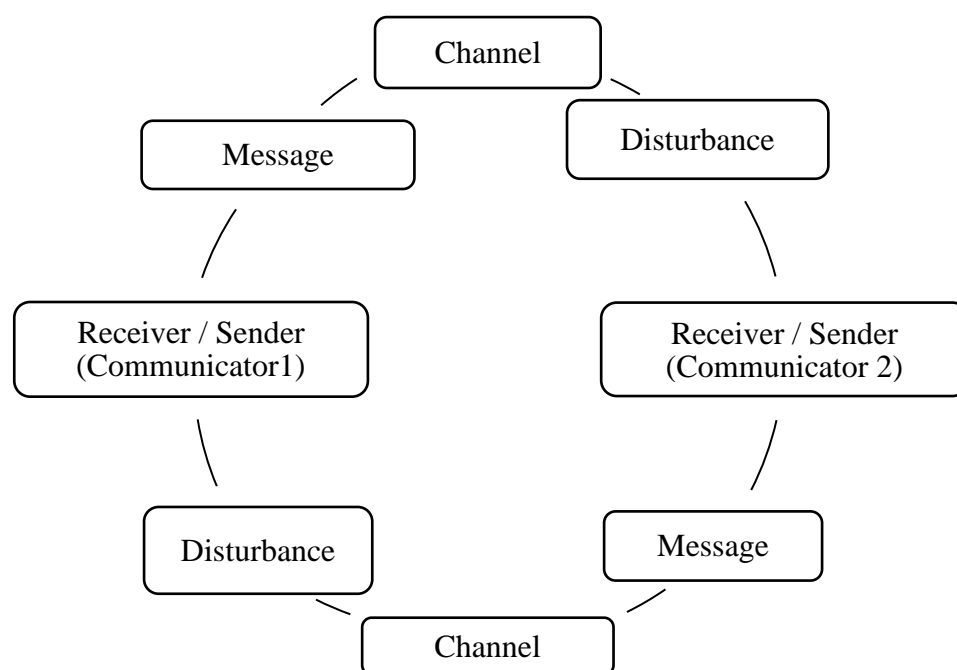
Based on the explanation above, communication audits are crucial in the organization's efforts to make organizational changes. In addition, implementing this audit can reduce the uncertainty that will cause rumors to emerge among the organization's members. Hardjana divided three communication audit models, namely the conceptual structure model, organizational model, organizational profile model, and communication evaluation.

- 1) The conceptual structural model is an audit of organizational communication concerning the purpose, the ultimate goal of organizational communication in order to achieve organizational goals, work procedures for implementation procedures, including the use of communication networks and their implementation, and organizational structures that include work units, functional communication networks, policies, and communication activities.
- 2) The organizational profile model is a functional analysis model of organizational systems to examine the current state so that errors can be found and find ways be used to fix them. Therefore, organizational effectiveness can be achieved.
- 3) The communication evaluation model is a communication audit that includes examination, assessment, practice, and communication activities. Any information obtained will be the basis for management comparisons to improve internal and external communications systems, management planning and control improvements, and bridging the communication system (Trisnawati & Lestari, n.d.)

Such a model became a reference for researchers to conduct audits of client service communications through digital communication. Next, researchers use the communication evaluation model, in which researchers evaluate client services through digital communication that ID COMM consultants conduct. Client services performed by ID COMM consultants include the stages of problem identification, planning, action and communication, and program evaluation.

Communication Model

The communication model between ID COMM and their clients is transactional communication between ID COMM consultants as service sellers and clients as service buyers who are bound in a cooperation contract. Such a communication model corresponds with the Tubbs communication model, which was developed by Stewart L. Tubbs, where the model describes the most basic communication. Therefore, the communication model is relevant to transactional communication, which assumes that both participants are the sender and receiver of the message (Mulyana, 2016).



Picture 1 Tubbs Communication Model

Source: Researcher Graphic (2022)

Based on the Tubbs Model in Figure 1, the processes that occur in the model are mutually influencing or reciprocal. For example, communication can be started by Communicator 1 or Communicator 2. Both communicators are sent and receive messages as long as the transaction they do is still running. That means such communication is a continuation of the communication phenomenon that occurred in previous times, both the concerned parties and other parties.

The Tubbs communication model describes between communicator 1 or communicator 2 and continuously getting feedback. Messages in this model can be in the form of verbal or nonverbal

messages. Its channel is the sense organs, especially hearing, sight, and touch. The disturbances that occur are technical problems and semantic problems. Technical disturbance is a factor that causes the receiver (communicant) to feel information changes or received stimulation. In contrast, semantic disturbance gives different meanings to symbols conveyed by communicators (Mulyana, 2016).

Public Relations Agency

Nowadays, many public relations (PR) agencies or industries exist in Indonesia. PR Agencies are companies whose role is to serve other companies; those companies are clients who have business in promoting products, brands, or individuals through editorial coverage in newspapers, websites (online media), magazines, or television channels (Aisyah, 2020). PR consultants are recruited by companies that do not have their special PR division in general, or it is because those companies want more creative communication strategies from external PR. According to Yumikosari and Purnama (2007) in Sekar and Kartikawati (2020: 548), PR consultants are planning and carrying out PR activities (Sekar et al., n.d.). PR consultant's scope or work is to deal with PR issues outside the client's organization, and also often involved semi-permanently by larger organizations to provide guidance and advice (Prihatiningsih et al., 2018). PR agencies have a very complex role in fulfilling and serving clients' needs. According to Herlistiyani (2012) in Nugroho's research (2015), there is an effort to give and receive information in the service process. Because if there has been reciprocity and it provides a positive benefit, it will lead to something that can increase trust. When clients believe they are satisfied and their needs and expectations have been met, it automatically brings up loyalty.

Digital Communication

The power of the internet supports digital technology development. This phenomenon has brought extraordinary change, including in the communication sector (Anwar & Rusmana, 2017). One of the recent developments in digital communication is the emergence of new technology in the digital communication process by using smartphones and personal computers supported by an internet connection. In digital communication, there are at least two essential elements: elements of communication activities and media technology. Thus, it can be concluded that digital communication conveys and receives messages online (Nasrullah, 2021).

Output digital communication came from social media, which can spread information about anything quickly in a wide range. According to Shirky in Nasrullah's book (2021), social media and social software are tools to increase the ability of its user to share, cooperate with other users, and take some collective action where all these activities are outside the institutional and organizational framework. According to Nasrullah (2021), defining social media as a medium on the internet allows users to represent themselves, interact, collaborate, share, and communicate with other users, forming virtual social bonds. Digital communication used by the ID COMM to serve its clients is social media, conference applications such as zoom meetings, and email. Moreover, the ID COMM also uses social media to organize PR campaigns or programs for the client's needs.

Method

This type of research mode is an evaluation communication research model. Powell (2006) explained that evaluation research uses standard social research methods for evaluation purposes, as a specialized research methodology, and as an assessment process that uses unique techniques for evaluating social programs (Sugiyono & Lestari, 2021).

Sugiyono and Lestari (2021) explained that the communication audit is a comprehensive empirical evaluative study of organizational communication systems, both internal and external communications, using various collection and analysis techniques to improve organizational effectiveness and performance. This communication audit research focuses on evaluating client services through digital communication that ID COMM carries out. The client service communication audit research is conducted using a qualitative approach. The qualitative approach is the antithesis or opposite of the quantitative approach. Qualitative research is conducted in natural conditions and is discovered. A qualitative approach is constructed as a research strategy that uses more emphasis on the words rather than quantification in data collection or gathering and analysis (Pembayun, 2020). In a qualitative approach, the researcher understands and observes the object of study directly or indirectly (Pujileksono, 2016). Using a qualitative approach, researchers try to understand and interpret the meaning of events in specific situations according to a particular perspective. Also, researchers try to find and develop theories that already exist. In addition, it is easier to apply to the preparation of directing strategies and has an emotional closeness between researchers and informants so that they can get more in-depth information (Hastuti, 2022).

This approach also explains reality using descriptive explanations in the form of narratives or sentences. Bogdan and Biklen (1995) expressed that the characteristics of qualitative research are: (1) natural, (2) descriptive data and is not numbered (3) inductive data analysis, and (4) meaning is very important in qualitative research (Pujileksono, 2016). The subjects in this study were pillars at PT. Indo Dharma Komunika (ID COMM) is the Public Affairs, Communications, and Marketing Communications pillar for serving clients through digital communication. While the object of this research is the audit of client service communication through digital media at PT. Indo Dharma Komunika (ID COMM).

The first method used for the data collection is the primary one by obtaining them directly from the field by the researchers. This new and original data were obtained from interviews and observations. The subjects were Co-founder & Executive Director, Director, Manager Account Pillar Public Affairs, Manager Account Pillar Digital Communications, Manager Account Pillar Marketing Communication, and Manager Account Pillar Corporate Communications. The researchers chose the Account Manager as the resource person because he has the task of being a coordinator to deal with clients and regulate the circulation of work in its pillar. Moreover, all observations that researchers made used the method of systematic observation and record of the symptoms related to the object of research.

After that, the researchers conduct data processing, transcription from interview result, rewrite the interview points, and analyze them. The researcher also used secondary data obtained and collected by researchers from existing sources to give more various findings. This secondary data was obtained by collecting it from company reports, books, literature, previous research, and other institutions tasked with data collection. From the company reports, researchers find out about written data about the background, history, client service work, and portfolios. Before writing recommendations steps, the researcher does a second interview for data clarifications to ensure all data is valid. From all of the data findings, researchers write it to be descriptive and narrative. The last is evaluating the client service in ID COMM and giving them any strategist recommendations.

Analysis and Discussion

Client Services Through Digital Communication During COVID-19 Pandemic

Every time ID COMM works on a client's project, and it always uses a predefined workflow. Each pillar has the same workflow based on the type and what the client needs. The following are the standard operating procedures for client service that ID COMM defines:

- 1) There is an interactive discussion process with the client at the stage of introducing and understanding the client's needs. This stage involves the ID COMM team appointed to oversee the work.
- 2) There is a process of collecting references, data, and information with the client at the research and brainstorming stages. At this stage, the ID COMM team is responsible for the work.
- 3) The ID COMM team is responsible for every stage of formulating Strategic Proposals, Action Plans, Implementation Programs, and Creative Concepts.
- 4) The ID COMM team is involved in the presentation and discussion stage with the client, where the discussion process with the client is interactive.
- 5) At the Adjustment and Preparation of the Cost Proposal stage, there is an interactive discussion process between clients and the ID COMM team involved with the work.
- 6) At the Job implementation stage, there is close cooperation during the implementation of the work being carried out between clients and the ID COMM team involved with the given work.
- 7) The Evaluation, Report, and Repair stage is the last stage that requires interactive discussion between the client and the ID COMM team involved with the given work.

ID COMM provides digital services through their main umbrella pillars of Digital Communications to help clients in the scope of digital communications. Another term for the digital pillar is a digital strategy or social media strategy, and it depends on what the client needs. The following are the types of digital services provided by ID COMM:

1) *Social Media and Website Development*

It is a service provided by ID COMM for the development of websites and social media, which starts from reforming social media or websites which clients own.

2) *Content Regular Update*

It is a service for creating or developing digital content on social media platforms or websites. Thus, ID COMM creates content according to what the clients need. The digital content

developed by ID COMM is website articles, infographics, social media content, captions, stickers, and filters.

3) *Influencer Engagement*

ID COMM provided services of this type, including Key Opinion Leaders (KOL), macro-influencers, micro-influencers, and buzzers. Influencer engagement is a digital communication service that collaborates with influencers or KOL. The form of this service is the approach of making communication guidelines to monitor the performance of the influencer or concerned KOL.

4) *Content Creator Engagement*

It is a collaboration with the content creators. Output from this service is podcasts or YouTube. ID COMM conducts the activities of making approaches, making communication guidelines, creating scripts, monitoring content, and providing recommendations.

5) *Social Media Listening and Monitoring*

It is a performance monitoring service campaign on digital platforms through monitoring hashtags or keywords inputted or processed from the system. In developing this service, ID COMM collaborates with third parties, that is, data analysts as a party that is good at managing data.

6) *Social Media Ads*

It is an advertising service through social media. Usually, this service is carried out as part of the campaign service.

7) *Community Engagement*

It is a service that is almost the same as influencer engagement. The service engages with some communities to have digital conversations, for example, by commenting on campaign posts.

Client Service Communication Audit in ID COMM

Troubleshooting

When the COVID-19 pandemic outbreak in Indonesia was added to the WFH policy throughout all sectors, ID COMM and its clients were shocked and tried to adapt to the given policy. Then, actions taken by ID COMM changed the working system to WFH, and all

communication services became digital. Initially, implementing such a policy made the client delay any project and prefer to change the timeline. Where stuff changes occurred to adjust and reformulate planning strategies that were made before the WFH policy. In addition, ID COMM consultants are trying to adapt to operate virtual meeting platforms such as Zoom Meeting, Google Meeting, and Microsoft Teams and trying to understand the tools for conducting PR program campaigns for clients that are optimizing the use of social media. ID COMM's solution is to bring practitioners or resource persons who are experts in the digital field to provide training to operate digital tools.

Communication Elements and Model for Client Services at ID COMM

Harold Lasswell, in his book, defines communication in five elements, namely: Who Says (Communicator), What (Message), In Which Channel, To Whom (Communicant), and With What Effect (feedback). This element relates to the communication process for client services in ID COMM (Mulyana, 2016).

1) Communicator

In client service, communicators are divided into two. They are from the client side and the ID COMM team. From the client's side, the client is a communicator who provides a brief job intended for ID COMM. While from the ID COMM team's side, ID COMM is a communicator, along with the momentum to follow up the brief.

2) Message

The message that sent from the client to ID COMM is in the form of a briefcase for a new project or feedback message. While the message sent from the ID COMM to client is in the form to of a communication strategy proposal and or what a client needs.

3) *Channel*

Media that deliver messages from the ID COMM to the client and vice versa are using Zoom Meetings, Google Meetings, and Microsoft Teams as virtual meetings. In addition, electronic mail (email) is used to convey progress, proposals, communication materials, and anything

related to administration. Finally, WhatsApp is used for daily communication between ID COMM's internal team and their clients.

4) Communicant

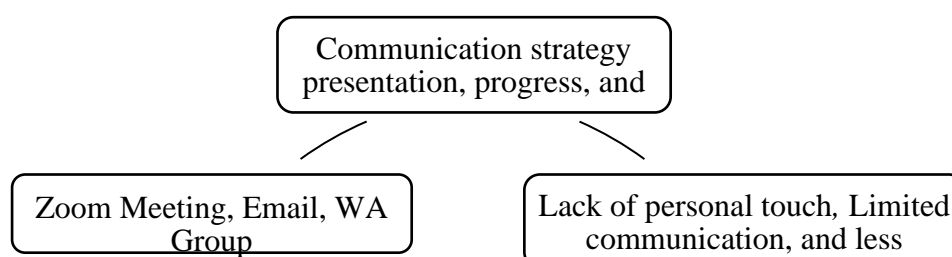
ID COMM, ID COMM's clients, and stakeholders are parties who act as communicants that are related to the programs. For example, the ID COMM would present the proposal that were offered from the client's brief to the preparation of the program's report if the client acted as the communicant. The client would present a brief, provide follow-up, and provide feedback on the planning proposal when the ID COMM became the communicant and stakeholders in conditions where the ID COMM gave briefs to stakeholders.

5) *Feedback*

Any feedback which was obtained from the client was getting service. Then, the feedback obtained from ID COMM was input for the strategic planning that has been prepared. At these services, some of the noise or communication interference that occurred are lack of response speed from either the client or the stakeholders.

Based on the theory of the Tubbs model, communication disorders that occur at ID COMM in order to serve their clients can be divided into two: technical interferences and semantic interferences. Poor signal, lack of flexibility during brainstorming, and lack of personal touch are included in technical problems. Semantic interference does not occur in all pillars but only in the Public Affairs pillar when the clients are foreigners. The difference in spoken English accent could disrupt the understanding of the ID COMM team. However, the semantic disorder has been resolved by the ID COMM team.

The communication between the ID COMM and its client is transactional, meaning the client needs the ID COMM only when there is new work or a project. If the given work or project has been completed, the existing communication is cut off unless there is a contract extension. Like the Tubbs communication model, the communication model in ID COMM could be illustrated as follows.



Picture 2 The communication workflow model in the ID COMM could be illustrated, as well as the Tubbs model.

Source: data by the researcher (2022)

The ID COMM workflow that is presented as Tubbs model in figure 2, the ID COMM could be in the position of communicator 1 or communicator 2 as well as the client, which could be in the position of communicator 2 or communicator 1. In such a dynamic communication process workflow, they can change the existing positions equal to what each other party needs. Zoom meetings are used as a channel when virtual meetings are held to convey messages, ideas, presentations about communication strategies, working progress, and reports. Then, to submit proposals or documents could be sent via e-mail, and daily process conversations could be discussed via WhatsApp group. It happened to the client when they communicated with the ID COMM team. The disturbances to the ID COMM and its clients are the need for a more personal touch, limited communication, and lack of flexibility. Any disturbance that occurred in each pillar and client is different. For example, in the Public Affairs pillar, the disturbance often occurred was the need for more clarity in the brief section. The impact of this interference on some clients caused the IC COMM to revise the project, and then the existing timeline was delayed.

Moreover, vice versa, if the ID COMM was not correct when explaining the strategy or working progress, then the client will provide feedback on notes to ask for revisions. It is so different from services before the WFH policy was implemented. Services face-to-face or directly met up make the brief explanation from clients clearer and their intentions easily conveyed. Besides that, the PA pillar also had clients from abroad whose time zone and English accents significantly differ from the ID COMM team. This made a difference in some perceptions that the ID COMM understood some of the intentions that its foreign clients wanted to convey. As a result, the ID COMM usually reconfirms the message that the foreign client sent to the translator.

Meanwhile, the disturbance in the Marketing Communication pillar is a bad connection, so the message conveyed during the meeting could have been clearer. Such a disturbance came from both the ID COMM and its client. However, the ID COMM team takes the initiative to reconfirm the case if something needs to be added. In general, digital communication made the agenda lack a personal touch for projects at Marcomm that carried out product launching and media gatherings. Therefore, the audience could not feel the product being campaigned if they wanted to run a product launching project. At the same time, the disturbances in the Corporate Communications pillar were, sometimes, less comprehensive briefs and clients who were still unfamiliar with PR made PR challenging to understand what clients needed. The Corcomm team overcome these obstacles by educating clients and equalizing perceptions between the team and clients. Besides, there were network constraints during the meeting, also between partners and clients needed to be more cooperative, which can hinder the collaboration process.

Evaluation of Digital Communication Practices in Client Services

In general, digital communication practices in serving clients that ID COMM conducted were run effectively despite some disturbances. When the COVID-19 outbreak, all consultants were shocked in an attempt to transform work mode. Then the consultants rethought how to run the project with different working modes. The ID COMM brought digital experts to gain insights to maximize its opportunities in the digital era. At that time, the ID COMM was working harder to adapt and provide the best service to its client.

The problems in serving clients using digital communication were limited time and the need for a more personal touch with clients and among new employees. These problems could lead

to the provision of an unclear brief, which caused the information received by the ID COMM to become less than optimal. Thus the strategy that was offered by the ID COMM still needs improvement. These problems affected the performance of the ID COMM, received some feedback, and had to revise the project until the client approved. Meanwhile, any disturbance that occurred during service was handled by the team or the client itself. However, due to disturbances, the given work and timeline were delayed.

Each consultant has the independence to remind each other if there are co-workers who could be more negligent or slow to respond. In addition, the ID COMM provides premium Zoom meeting facilities with unlimited time as a dedication to its clients. Such a facility made holding meetings with internal teams and clients easier. Thus, the client's digital communication services performed by the ID COMM during the WFH could run adequately and consistently to the established plan.

Even though the ID COMM services were carried out through digital media, it has generally been running effectively and received client appreciation. Both parties have overcome the problems that have happened during services. Various projects carried out by the ID COMM have achieved the KPI according to the plan. Some clients even chose to extend the contract with the ID COMM. One of them was a project in the Public Affairs pillar. That means ID COMM has served its client professionally and carried out projects according to the client's demand. Projects were carried out according to the plan, even though they were done online. In general, clients from each pillar were happy with the services provided by the ID COMM. Some clients were known to give positive reviews to the ID COMM team whenever the event was done. Those reviews were usually sent via WhatsApp and forwarded to a large group of all the ID COMM members. These findings are relevant to the concept expressed by Herlistiyani (2012) in Nugroho (2015) that there was an effort to give and receive information in the service process. Because if there is reciprocity and positive benefits to one another, this will increase trust. When such a client is satisfied, and the expectations of their needs have been met, the client becomes trustworthy, and their loyalty will automatically emerge. If mapped with Strength, Weakness, Threats, and Opportunity (SWOT) analysis, client services through digital communication conducted by the ID COMM will be as follows:

Strength

In terms of strength, client service through digital communication is considered adequate. It is the right time for the ID COMM to adapt and provide digital public relations services for its clients. As a reminder, the fact is that as times get more advanced in line with the increasing sophistication of technology, all sectors are also required to be able to utilize digital media. This caused client service through digital communication, especially during the COVID-19 pandemic as a strength for the ID COMM to accelerate adaptation in using digital services in every pillar. If services with this method continue to be used by all pillars, it would be a strength for the ID COMM itself to become a local agency that also provides current services and reaches clients from all over the world so that the ID COMM can go international.

Weakness

Serving clients using digital communication media like Zoom meetings could reduce the personal touch between employees, clients, and stakeholders. Just like executing a conference online, it would feel different from a press conference if held offline.

Opportunity

Services provided by the ID COMM to clients through digital communication, if carried out with consistency and full of innovation, will allow the ID COMM to be known as a digital public relations agency. In addition, the ID COMM can expand its audience if the client holds a campaign or event.

Threats

The ID COMM client service through digital communication requires innovation, creativity, and exciting output. This is a challenge for the ID COMM employees in each pillar. If the ID COMM can provide innovative, creative, and interesting services, any activity and campaign will look more varied. In addition, if the ID COMM's performance is unsatisfactory, the client might switch to another agency or choose not to extend the existing contract with the ID COMM.

Thus, overall, the researchers concluded that ID COMM had been able to adapt to WFH work through digital communication, unlike with PR in-house, which can capture the existing situation quickly. The researcher concluded that the ID COMM could professionally adapt and conduct client services.

Conclusions

Based on research on client service communication audits through digital media that was conducted by the ID COMM in serving clients during the COVID-19 pandemic, the following are the conclusions made by the researchers:

- 1) WFH policies that the government implemented had an impact on the ID COMM. Therefore, in 2020, the ID COMM and its client waited and saw about such a situation.
- 2) Client services through digital communication carried out by the ID COMM are per the specified flow. The ID COMM consultants serve clients professionally, from receiving briefs, problem identification services, planning, action, and communication, to the evaluation stage.
- 3) The communications model in client service is a transactional model based on Tubbs Model. Both ID COMM and the client can be called communicators and communicants. So, the troubles can come from the client or ID COMM sides. Nevertheless, both of them can be fixed it.
- 4) The relationship between the client and the ID COMM consultant through online service caused a lack of personal touch. This is because all services during WFH are carried out through virtual Zoom meetings and social media as its campaign.
- 5) The ID COMM did not experience any significant problems while running services through digital media. The only constraint faced by the ID COMM was the difference in time zoning if its clients were abroad. This requires special time adjustments and can be made outside the ID COMM working hours. Various obstacles are, sometimes, unstable internet connection, clients who are a newbie to PR strategies, and uncooperative partners.
- 6) Overall, services conducted through digital media are considered adequate, where the ID COMM could run several meetings only in a short time. This is because it differed from services carried out offline, where the ID COMM consultants had to go to the client or partner's location to execute the service. In addition, digital media also allowed the ID COMM to save some money.

Suggestions

After the conclusions were made and the results of client service communication audits through media carried out by the ID COMM in serving clients during the COVID-19 pandemic,

researchers provided suggestions for improvement. The following are the suggestions that the researchers made:

- 1) Always have a growth mindset to learn because clients from various sectors need consultants.
- 2) Create a new division, namely the strategic division, whose job is to focus on planning. This will be useful because each team can focus on its main tasks.
- 3) Keeping up the good work and always providing creativity and innovation in serving clients.
- 4) Conduct some virtual meetings with clients so that we can keep in touch with them.
- 5) Perform communication audits for internal members of the ID COMM team regularly. In addition, external parties can carry out communication audits if the ID COMM team needs more time and opportunity to do that.

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