

COMPANY INTERNAL COMMUNICATION STRATEGY GREAT GIANT FOODS WHEN FACING THE COVID-19 PANDEMIC CRISIS

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Abstract. Great Giant Foods (GGF) is one of the company's brand entities in Central Lampung, Lampung Province, which manages food and beverages. Having more than 11,000 employees is the biggest challenge for companies to continue operating and maintaining business stability amidst a pandemic, especially in this case, the policy carried out by the company's management. So this research intends to analyze how GGF manages crises COVID-19 internal communication process. This study uses a qualitative research approach Through interviews with the Internal Company of GGF Lampung, the Emergency Response Team (ERT). Based on the research results in the field, the internal communication process at GGF was carried out with various strategic communication processes through one of the ERT task forces that were newly formed to handle times of crisis. The conclusion of the GGF communication process conveys the key messages well, utilizes the internal media used, and handles realities in the field to reduce communication disruptions. The ERT team made a management strategy approach so the company could face difficult times.

Keywords: internal communication, COVID-19 pandemic crisis; business continuity

I. INTRODUCTION

Since the COVID-19 pandemic was announced as a global pandemic outbreak by WHO in 2019, it was first reported in the Wuhan region of China. Until this outbreak continued to increase, causing 2.3 million cases and more than 164,000 deaths in the world, causing losses in all sectors. The pandemic has had a negative impact on all countries, including Indonesia. The rapid spread of the virus causes problems and triggers uncertainty and panic in the affected communities. Activities in all fields that are for the general public, such as education, public transportation and business actors, are of particular note for taking action in an effort to break the chain of spread of COVID-19. One area that has had a big impact on the COVID-19 policies and problems is Lampung Province. Its strategic location at the tip of the island of Sumatra makes Lampung a province that cannot be separated from the high spread of COVID-19. Quoted from one of the 2021 Suara Lampung news stories based on data from the Lampung COVID-19 Handling Task Force in 10 provinces with a death rate of 179 million COVID-19 patients per day. The various sectors that had the greatest impact on events in Lampung Province caused companies to have to manage difficult situations. Quoted from the 2020 Central Statistics Agency (BPS) Survey in the Analysis of Survey Results on the Impact of COVID-19 on business actors in Lampung Province, namely food and beverage accommodation businesses at 94.07%, other services at 88.61% and the transportation and warehousing sector at 87.50%. As a result of this, it is very difficult for these three sectors, especially areas that require managing crisis situations, especially within the company[1].

Great Giant Foods (GGF) is one of the Brand Entities belonging to the Gunung Sewu Group in Central Lampung, Lampung Province, which operates in the field of food and beverage management, especially the export of canned pineapples to more than 65 countries. The company, which was founded in 1979 and has more than 11,000 employees, is the biggest challenge for the company to continue to manage and maintain business stability amidst the pandemic situation, especially in this case the policies and steps taken by company management. Company internals play an important role in managing the crisis situation that occurs considering that the COVID-19 pandemic problem not only concerns business operational aspects, but also other relationships, namely health aspects. Just like the definition of internal communication according to Brennan [2] is the exchange of ideas between administrators and employees in a company or agency which causes the realization of the company or agency complete with its unique structure (organization), and the exchange of ideas 5 horizontally and vertically within the company or office that causes work to take place (operations and management). Definition crisis communication according to Coombs [3] in the Crisis Handbook of Communications broadly defined as the collection, processing, and dissemination of information necessary to resolve crisis situations. Communication is at the heart of crisis management, A crisis will make stakeholders need information. Through structured and planned communication, information is collected, then processed into knowledge and conveyed in an appropriate and good manner to all stakeholders [4]. Since the issuance of Government Regulation Number 21 of 2020 which regulates large-scale

social restrictions or what we first know as PSBB as a response to the problem of the COVID-19 pandemic, it has enabled all stakeholders including the government, business sector and society, including in the regions, to limit the movement of people and goods. enter and leave each area.

Carrying out the two main aspects, namely business sustainability and health, is also the key for GGF to be able to consider adopting a communication strategy. So this research focuses on how to manage the situation that occurs when signs of crisis begin to appear through the communication strategies carried out by GGF to get through difficult situations. This research will focus on analyzing how the internal communication process carried out by GGF in managing crisis situations, so that GGF is able to survive the impacts that occur due to the COVID-19 protocol policy, especially in the company area. Research on crisis management and how the GGF company dealt with this crisis situation, as reference material for relevant similar research, among others [5] on what Grab's strategy is when dealing with Grabwheels accident cases to maintain the company's image regarding Grabwheels user accidents that result in fatalities. The first stage is the Pre-crisis phase where Grab Indonesia has carried out good communication and also provided education to stakeholders regarding potential crises that might occur related to the use of Grabwheels. The second is the Crisis response phase or crisis phase. Other relevant second research from [6] on the Corporate Communication crisis response of PT XL Axiata Tbk in responding to the Covid 19 virus pandemic crisis. Currently the business of PT. XL Axiata Tbk has not been directly affected by the crisis, but the company must respond to the crisis so that it does not disrupt the company's operations. The operational impacts that are felt by these 13 crises are due to Large-Scale Social Restrictions (PSBB) due to limited movement. First, the team formation stage, this team already existed before this pandemic, the Emergency Response Team (ERT) emerged. Second, the ERT Analysis Stage created apps for internal employee, WFH work training, employee monitoring and internal communication to create an internal guidebook called a white paper. Third, the Planning Stage, anticipatory steps to deal with the pandemic, the company has also implemented a Business Continuity Plan. Fourth, the Implementation Stage, the implementation of the business discourse of the company's work plan must also be changed and adapted to existing conditions.

II. RESEARCH METHODS

This research uses a qualitative research approach using interviews and internal company data. In line with Guru et al [7]. explained that the constructivism paradigm is a paradigm where the truth of a social reality can be understood as the result of social construction and the truth of social reality is always relative. Through interviews with GGF Lampung Company Internals who have an interest and are related to the problem of handling the COVID-19 pandemic, in this case the core crisis team or Emergency Response Team (ERT). Researchers want to see how the communication

process occurs in accordance with conditions in the field in internal communication management GGF company is facing the COVID-19 pandemic situation. In this research, researchers used the case study method to assess the reality of the internal communication process conditions that occur within the GGF environment, especially when facing difficult situations. COVID-19 pandemic. In line with what was stated above, it is explained that a case study is an exploration of "a bounded system or one case (can also be several cases), in detail over a certain time, through in-depth data collection originating from various information sources. Researchers obtained two sources of data in this research; primary and secondary data sources. Primary data sources are data sources that directly provide data to data collectors and secondary data sources are sources that do not directly provide data to data collectors, for example through other people or through documents[8]. Collecting information data at the research location began by observing the condition of the company, followed by interviews with parties involved in the internal communication process at GGF, in this case the Emergency Response Team Task Force Team (ERT), which was formed consisting of several departmental backgrounds, namely the ERT chairman, Representatives of the Medical, HR and Corporate Communications teams related to carrying out their duties in handling the crisis within the GGF environment are at the Operation Site - Terbanggi Besar, Central Lampung, Lampung Province.

III. RESULTS AND DISCUSSION

Formation of the ERT Team

Based on the results of observations, interviews and reviewing strategic documents consisting of ERT strategic guidelines, Internal Office Memos and other supporting documents in carrying out internal company communication activities during the COVID-19 pandemic crisis. In line with research conducted by Oktarini [9], it is explained that The government has actually prepared all the initial planning before the pandemic reaches its crisis, by: (1) having a crisis communication management plan and carrying out continuous updates, (2) having a trained crisis communication management team, (3) carrying out simulations to test the determined plans and the crisis communication task force, (4) has a basic message concept, especially in website content, social networks, and features for statements in times of crisis.

Managing Director Production as the highest leader in Lampung operations who was formed as the highest leader to supervise this core team with ERT with various departmental backgrounds and various positions consisting of Internal Communications, Medic and Crisis Center, Production, Finance, Security, and assisted by the heads of their respective business units. each company that is still within the scope of Great Giant Foods.

Communication Goals

The aim of the communication that the company will carry out is actually in line with what the government wants, namely to manage the situation of the spread of the COVID-19 virus. quoted from research from the findings of the

research conducted [10], it was concluded that due to limited resources, the central government tried to make decisions not only from a health perspective, but the government also looked at other aspects related to social, economic and especially health. Through the ERT team by Mr AF and the team as well as the agreement of the high management from GGF. Formulating the main objectives in the process of implementing ERT duties for COVID-19 are: 1) Protect Employees (Protect All Workers) through several strategies, one of which is by providing awareness about the dangers of COVID-19, taking preventative steps, creating handling procedures. 2) Stabilize Operations to Minimize Disruption (maintain and minimize dangerous disruptions in business). 3) Operational Efficiency (carrying out Cost Efficiency to remain stable), 4. Stabilize Operation to "New Normal (maintaining Stability in the Post-COVID Era). In general, the 4 Key Messages are the Goals or objectives that the company wants to carry out in preventing COVID-19.

Audience Determination

It is important for the ERT team to pay attention to the characteristics of the recipient of the message when carrying out the communication process. As a company that has more than 11,000 employees. ERT divides the recipients of messages on the pandemic crisis according to the areas where the employees work. Determining the audience or recipients of messages during a crisis is closely related to strategy so that the message, media used and objectives to be conveyed can be well received. So, the ERT team's communication audience is divided into categories and work area sections, namely:

- a) **Office workers:** In this section are workers who are in the office environment or indoors which consists of production support departments and supporting departments such as: administration, finance, HR, marketing and IT
- b) **Field Area Worker: (Site and Factory):** in this section are workers in the field or garden area who are directly related to the operation process in the garden such as planting, maintenance and harvesting. (pineapple, flour, and other derivative business units).

Message Context

Message Context what you want to convey or an invitation to build a message narrative is in accordance with the direction of the commissioner's management regarding all employees being able to understand that the company is entering a difficult stage and situation due to the COVID-19 pandemic. GGF Management understands together that this difficult situation requires cooperation from all parties, so that the context of the message or invitation to the message is carried with the main points, namely alertness, optimism and a sense of family. It is hoped that all of the message contexts can contribute to the problem of the COVID-19 pandemic crisis. The message of invitation was quoted from the Internal Office Memo (IOM) sentence from the latter CEO. The following is an excerpt from the message distributed via email blast during the Townhall meeting:

"We all agree and believe that we don't want the worst to happen. For this reason, let's work enthusiastically, focused and efficiently. We will definitely be able to face and get through these challenging times calmly, alertly, and maintaining the health of

ourselves, our families and the surrounding environment" - Iswanto CEO GGF.

This is in line with research conducted by [11], explaining that in their research, facing crisis situations and conditions such as the COVID-19 pandemic, motivation is needed to be able to remain enthusiastic in carrying out work duties. Moreover, we employees have to adapt to our activities at work and carry out all activities from home. Feelings of boredom and discomfort emerged from several employees when several restrictive policies were issued, but over time employees began to adapt and adjust to the conditions.

Communication Direction

GGF has determined a situational communication direction in accordance with the necessary conditions and circumstances. Based on research by [2], two-way communication is a communication process in which there is feedback carried out by company management toward employees or in the opposite direction. Two-way communication includes communication from management leaders then directs employees and employees can also provide aspirations or input in the process. Carry out communication that is appropriate to the key context of the message you want to convey in an optimistic, humanistic and family-like manner. These policies or regulations relate to several main things, namely the obligation to physically distance and handle work in each work area if something undesirable happens. Communication is carried out at least once a week via limited meetings or zoom and conditions adapt to the circumstances.



Figure 1. GGF Communication Key Message

Communication media

Communication media is an important indicator in conveying message information. By selecting effective communication media, it is hoped that message delivery can be achieved as expected. Quoted based on research [12] In handling a crisis, the company must try to have a direct communication strategy regarding the provision of information available internally to the company. The communication media used by ERT in carrying out its duties and functions uses media existing ones used previously are adjusted to the content of the new message and according to the key message to be conveyed. The company's existing media can be used and expanded to the audience or recipients of GGF messages in each work area.

In line with the research analysis carried out by described [11]. That crisis can come from various sources such as: stakeholders, other companies, and the mainstream media used and so on. There are various causes for a protracted crisis, it could be an error by the organization or stakeholders in choosing communication media or it could also be a mistake by the company in controlling the situation in the field. Through this department various internal messages and conveying interests through various channels owned, among others, the department has various internal messages and conveying interests through various channels owned, among others, internal and conveying interests through various channels owned, among others, the department has various internal messages and conveying interests through various channels owned, among others:

Gema Online Lampung Portal

is one of the internal communication channels owned by GGF in the form of a blog website online which can only be accessed specifically by employees using the office intranet network. The use of online media systems helps in disseminating information about the dangers of the COVID-19 Pandemic. In line with research from [11] that one of the ways to handle this pandemic is providing appropriate information and communication. However, the communication crisis during this pandemic occurred not only at the country level but was also experienced by international organizations such as WHO. This means that conveying the right information at a crisis level is very important for strategic understanding. The purpose of the Gema Lampung GGF Online Portal is as a forum for providing information regarding updated news on activities carried out by employees both internally and company activities carried out outside the company. During COVID-19, the Gema Online Portal became one of the media for conducting outreach regarding activities carried out by the task force, such as providing assistance to the community by the company as well as appeals to regulatory protocols to those within the company.

Online Newsletter

is an internal communication channel owned by GGF which was present and initiated to be created during the COVID-19 pandemic with the aim of providing information to employees regarding activities being carried out by the company such as visits by company guests, and appeals made by management, as well as the latest information about GGF products. Published online twice a week, namely Tuesday and Friday via communication channels via WhatsApp Group (WA) and internal email blast. The form of information produced on this channel includes news releases published with field photos consisting of 2-3 paragraphs as well as informative poster content about Healthy Advice displayed in infographic form. Since COVID-19 became a national pandemic, this online newsletter channel is used through the Corporate Communication Department as a forum for providing updated information regarding preparations during COVID-19, advice given by management to employees, as well as various reports on activities that have been carried out by the company such as (tracing and other activities).

implementation of company health protocols) in overcoming COVID-19.

Internal Social Media

Instagram@ggf. Family Another internal GGF communication is internal Instagram @ggf. Family is a channel for information related to company activities, appeals issued by the company, as well as invitation campaigns packaged in an interesting and entertaining way with the hope of increasing engagement employees as well as creating good branding for employees working at GGF. Publish as much content as possible three times a week with various forms of content including infographic posters, photo news updates and creative videos as well as knowledge quizzes about COVID-19 which are made into creative and entertaining information. As quoted based on research from [13] In practice, social media can be a supporting tool for public relations practitioners in communicating during a crisis, but it does not rule out the possibility that social media can worsen a crisis situation if it is not accompanied by appropriate crisis management.

Apart from that, since the issuance of a regulatory appeal from the government regarding postponing people's return home to their hometowns, the GGF has been created Audience Context of Message Content In the aspect of internal stakeholders receiving and understanding the information conveyed well. Communication goes hand in hand with the values conveyed by the company. In 2021 ERT through Department Corporate Communication conducted a survey regarding the suitability of information received by the audience regarding information or posters related to COVID-19 prevention protocols. Based on the results of a survey conducted through a questionnaire, it was found that the effectiveness of the infographics produced by the Corporate Communication Department in providing educational information related to COVID-19 was running well, as can be seen from the large number of like responses to posts and comments on the Instagram channel.

Infographic Media Survey Results

Maximum satisfaction results with as much as 70% from a sample of 30 employee representatives, the result was that they were satisfied with the information provided. Research stated by [14] BSI Jakarta Communication Academy Broadcasting Study Program & Situation (2018) related to the effect of communication on the audience, in this case the recipient of the message that the audience or public is a number of people who have the same interest in a particular hobby/issue without having to have the same opinion, and want to solve the problem without any experience with the problem.

Based on interview quotes from sources regarding the survey results, it is clear that the infographic content created is very helpful in understanding the regulations or protocols made by the company for internal employees easily and attracts employee interest. The large impact of COVID-19 reporting is also being felt in Indonesia, in various fields [15], but many of the news are confusing, and do not even refer to complete information, you need to be careful. Based on the results of the satisfaction survey, 65% of GGF employees

were satisfied with the colors produced in the graphic designs produced. In line with research on infographics on color by [16] that on poster infographics, there are visual elements that are also important to attract the attention of the target audience, and even help convey messages or information, namely color. Color has been the subject of research by experts in various fields, including physics, medicine, marketing, psychology and design.

Furthermore The survey results showed that 45% of GGF employees were satisfied and interested in the writing style used on the infographic posters created. Quoted from an interview, one of the respondents explained that language is the main core in conveying messages, the use of informal language that is easy to understand makes it easier for readers, in this case employees quickly understand the meaning and purpose of the message they want to convey. Based on relevant research regarding the Point of Interest in the poster put forward by [17] On the educational poster for handling COVID-19 there is a point of interest with sentences or images used to provide information to the public. This poster provides information that tries to attract workers with sentences inviting employees to stay at home and prevent the spread of the virus with simple steps starting with themselves and their families at home.



Figure 2. GGF Examples of Infographics used (Source: GGF Company Assets)

The satisfaction survey results showed that 55% of employees really liked the vectors or illustrations used in ordering infographics or COVID-19 appeals. Quoted from an interview, one of the respondents explained that the vector illustrations made were very good and explaining how to run the wheel of life even though applying the principle of physical distancing. In line with research conducted by [11] Some information about what must be implemented during a pandemic using masks, as well as physical distancing for employees. Previous research conducted by [18]. It was explained regarding the COVID-19 Communication and education strategy through posters that poster media is one of the communications media makes the process of understanding and interpreting the message stronger to be communicated easier. Infographics come in various types and contents. They are categorized by purpose, type of object used and information flow. Infographics are not something

standard and rigid. and, most infographics will have elements from other types of infographics. Through various internal media channels, it is hoped that it can help socialize leaders or heads of each related area in understanding several protocol policies issued by the company.

The Reality Check

The Reality Check or analyzing conditions in the field, workers do not receive rumors or negative news related to the information conveyed. Because decisions relating to company regulations are only issued one door by the ERT team providing information to workers, so in field conditions there are no problems that cause communication to be ineffective. Coordination from the ERT team with each relevant leader in each section helps to prevent the spread of hoax news in each section. To prevent the spread of COVID-19 through two preventive and control measures, apart from understanding COVID-19 prevention education by the ERT team, the company also provides extra food to employees periodically every week, such as fruit and milk to increase body immunity. Simultaneously, the ERT team also through the Medical Center (BP) tracing periodically for employees and carry out concrete treatment for the isolation and recovery process for positive employees. All these activities are carried out in two directions assisted by the relevant section leaders.

In general, the obstacles that have the greatest influence on the communication process that occurs among employees are related to physical barriers, how the process of regulatory instructions or socialization between leaders and workers is carried out online and requires adaptation for all parties to switch communication from face-to-face to online or limited online. In line with [19] previous research, it was explained that there are physical barriers to nonverbal communications or a person's physical limitations. For some people who are accustomed to making physical contact when communicating with other people, it certainly causes feelings of loss and difficulty communicating when they cannot carry out daily activities at work.

Impact/impact

The next stage is related to the communication process that occurs within GGF Internal via ERT to provide an impact which is quite good. Conceptually, the impact can be related to the changes that occurred after the COVID-19 pandemic crisis for companies, which has had a major influence on every individual who work. It can be seen from the collaboration of all stakeholder teams involved with several departments within it, thus providing a positive impact on information relating to COVID-19. This is also similar to research conducted by [20], [21]. Through good communication between individuals and parties directly involved in the organization and outside the organization, organizations can obtain the information they need in accordance with their objectives. In accordance with the interests of GGF ERT, it carries out preventive measures. Several significant changes have had an impact on the company or organization. From the existence of a communication strategy, internal communication provides several changes for each individual to company management, including:

1. Changes in adapting to new habits for workers, especially in implementing a clean and healthy lifestyle.
 2. Efficiency of business processes in working with remote work patterns and which allows supporting employees to work efficiently from one area to another.
- New Management Understanding regarding management during a long crisis for the company.

IV. CONCLUSION

Great Giant Foods (GGF) is very aware that internal communication is important in dealing with the COVID-19 pandemic situation in the company environment. Through the formation of an ERT or formally formed task force with various departments involved in it to provide facilities in terms of communication regarding the steps taken by management regarding the pandemic problem. Internal communication that occurs at GGF runs well and is structured and directed, as can be seen from the involvement of all management involved working together to provide important information so as to prevent information that is not relevant to the company's needs. Through the formation of ERT and business unit leaders spread across various sectors, it greatly facilitates the dissemination of information provided by management, especially a sense of alertness, optimism and kinship. To disseminate information related to preventing the spread of COVID-19 as well as setting strict protocols in several areas, in this case ERT use media channels owned by the company effectively and efficiently such as Instagram, internal portal, online newsletter, email blasts that are tailored to each worker's work area access. Even though the company's Internal Communication during the crisis through Team ERT has been running well, it is hoped that the company can prepare special strategies and systematic procedures related to the flow of handling crisis communications, remembering that a crisis can occur at any time without planning. Suggestions for the future for companies are that it is important for a crisis team in a company to be prepared, in this case related to the formation of a special ERT Team for the company and the adaptation of various new media that are not only formed from a crisis but also this team has been prepared as a team that carries out internal communications, especially during times of crisis. there was a crisis in the company.

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