

COMMUNICATION MANAGEMENT IN THE PREVENTION OF SEXUAL VIOLENCE IN COLLEGE

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Abstract. The birth of the Task Force for the Prevention and Handling of Sexual Violence Cases (Satgas PPKS) as an implementation of Permendikbudristek number 30 of 2021 concerning the Prevention and Handling of Sexual Violence (PPKS) in Higher Education is expected to reduce the number of cases of sexual violence. Regulations are made so that perpetrators can get a deterrent effect for their actions and victims can get justice to be able to continue their education. The occurrence of cases of sexual violence in the campus environment is of particular concern because it occurs in an educational institution that should be the most comfortable and safe place. Educational institutions that teach ethical values and behavioral norms to students as learners will certainly be in the public spotlight if it turns out that there are still many such cases. This study is to determine the communication and coordination process in prevention and handling, with the aim that policy makers can provide support to the Task Force to work. This case study research method collects data at three well-known universities in Indonesia. The results show that the mechanisms and experiences in handling cases of sexual violence vary. So the communication and coordination process must be carried out intensively. Campuses that implement coordination with various stakeholders have many references during the examination process to the recommendation of the haisi. The results of this study found that the more complex the reported sexual violence cases, the higher the level of coordination with various institutional units both internally and externally and a communication mitigation strategy is needed.

Keywords: Communication management, sexual violence, handling module

INTRODUCTION

Universities are the highest institutions in the field of education that are expected to provide a comfortable academic climate for lecturers, education staff, and students (civitas). If there are still many cases of sexual violence, prevention and handling efforts are needed with strong regulations. Universities are large organizations that have sections that function to implement rules and programs to achieve organizational goals, in this case as a safe and comfortable campus and free from the threat of sexual violence. The PPKS Task Force which was formed as a mandate of Permendikbudristek no. 30 of 2021 has the task of preventing and handling sexual violence on campus. The articles in the regulation are legal products that generally require interpretation so that they are easy to understand. Socialization regarding the Permendikbudristek requires accurate information management and selection of media according to the target. As is known, the campus community consisting of lecturers, staff, and students are included in different generations, so they require a communication management strategy that is by age characteristics. The communication management strategy for preventing and handling sexual violence on campus will be approached with the CCO concept (Littlejohn et al., 2021)

Based on the law, of course, the campus environment must provide a safe environment, a comfortable place for campus residents. However, in reality, there are still many cases of sexual harassment whose phenomenon is like an iceberg, where only the top is visible, but there are also many cases below that evaporate without any complete resolution (Efrilia et al., 2023). The large

number of cases of sexual violence in higher education environments is one of the important reasons why the Ministry of Education, Culture, Research and Technology (Kemendikbudristek) issued Permendikbudristek Number 30 of 2021 concerning the Prevention and Handling of Sexual Violence in Higher Education Environments (Kemdikbud.Go.Id, 2023).

It is hoped that various cases of sexual violence that have resulted in many victims can be resolved, minimized, and prevented with this regulation as an important reference for universities. Permendikbudristek no. 30 of 2021 not only contains prevention and handling mechanisms, but also contains a mandate for universities to form a Task Force for the Prevention and Handling of Sexual Violence or what is known as Satgas PPKS. This regulation is a new hope for handling cases of sexual violence in universities. Universities that do not have a mechanism for preventing and handling cases of sexual violence are required to form a task force through Permendikbudristek no. 30 of 2021. Meanwhile, universities that already have institutions will be stronger in terms of legitimacy, authority, and budget systems for prevention and handling.

A study conducted in 2021 in Iran stated that the power that influences students and the lack of strict regulations make teachers in Iran commit sexual harassment. In this study, the journey of sexual harassment cases on campus is expected to be investigated and considered by policymakers. The lack of strict regulations or rules regarding cases of sexual harassment, especially for university staff and lecturers, and the fear of victims disclosing information make sexual harassment more common in universities in Iran (Rostami, 2021). In a study examining how an organization transitions and metamorphoses, Phillip Tompkins (1978) stated that indicators of organizational success because they focus on organizational commitment to communication systems, technical integrity, and clear goals. Analysis of the study of the communicative aspects of organizational transformation introduces the concept of system structure. Its principles and practices include emphasizing upward channels, credibility, and penetration of other organizations that form the system structure. This reasoning parallels the executive functions important in the conceptual model of formal organizations, which is used as a consulting approach. First, to provide a communication system, second, to encourage the assurance of important efforts, and third, to formulate and determine objectives (Tompkins, 1978).

By looking at the phenomenon of sexual violence cases that often occur in universities, this study aims to determine how communication management is carried out by the PPKS task force in preventing sexual violence cases in the form of stages of receiving reports, investigations, and data collection, strengthening information, advocacy, and recommendation stages. Furthermore, how communication management is carried out when handling sexual violence, cases includes communication between the PPKS task force and university leaders, communication with units related to case handling, and how to manage institutional crisis communication because the majority of sexual violence crises threaten the reputation of universities. Data will be presented based on each university's handling process and mechanisms by existing legal regulations. Cases of sexual violence on campus can involve perpetrators who are lecturers and victims who are students, and there are between perpetrators who are students and victims who are fellow students. The process of preventing and handling sexual violence will produce handling models in each university because existing legal products are also based on the categorization of organizations and public bodies and the level of the case. In addition, the implementation of regulations is also based on the management of communication and strategic communication of the organization carried out by the PPKS Task Force in each university.

Based on these problems, this research is crucial for several reasons. First, academic benefits. This research will use organizational communication by analyzing the communication management process with the theory of constitutive communication of organizations (CCO) in higher education institutions since the issuance of Permendikbudristek no. 30 in 2021. Communication is inseparable from the regulation implementation process because it relates to the public interest. The issue of sexual violence is a global issue and a significant concern for educational institutions, considering that the campus's vision and mission is to provide safe and comfortable education.

Furthermore, the decision-making process in handling crisis communication is also a stage that

influences the success of handling cases of sexual violence. Strict sanctions based on strong regulations are expected to reduce the number of sexual violence cases in higher education. Second, the contribution of research to theoretical, methodological, and empirical novelty. In general, the search results show that there has been no research in Indonesia related to the prevention and handling of sexual violence in higher education that discusses the perspective of communication management to the stage of decision-making and handling crisis communication involving stakeholders to maintain the organization's reputation. Analysis of studies using a multi-case approach in several universities based on the most significant number of news reports has also never been done. Empirical data shows that cases of sexual violence that occur in universities have different types of cases, so they require handling that is by the actual conditions in each campus. So far, research on sexual violence cases is more dominated by aspects of humanity, gender, and psychology. However, aspects that are directly related to the management of organizational communication as an effort to prevent and handle have not been widely carried out, so this study has the opportunity to provide a new perspective in handling cases of sexual violence in higher education.

The number of cases of sexual violence that occur is mainly found in higher education institutions. So, this study is expected to provide an opportunity to reduce the number of cases based on the policies implemented. The management of organizational communication that is carried out can provide an overview of the characteristics of prevention and handling in each institution based on the units in the PPKS Task Force for Higher Education. Based on these data, research on sexual violence needs to be developed from the aspects of organizational communication and strategic communication, considering that the number of cases of sexual violence in higher education is still high. The campus is a safe and comfortable place for education, so the latest research on efforts to achieve zero sexual violence must continue to be carried out to obtain results that organizations and educational institutions in Indonesia can adopt. Academic activities in higher education need to build critical awareness collaboratively and participatively in order to deal with the issue of sexual violence (Fitri et al., 2022). This expression is a manifestation of communication within the organization simultaneously, supporting each other as if everyone is part of the problem (Burke, 2018). In the context of communication, this movement is a dialogue, conversation, and dynamic dialectical activity, communicating, asking everyone to be involved, asking themselves, and seeking answers to provide alternative solutions to cases of sexual harassment and violence. In organizations, products and practices are expressions and manifestations. Organizations have products in the form of policies as a form of expression for the prevention and handling of cases of sexual violence that must be communicated to members of the organization. The practice is manifested in the form of strategic communication in the form of planning the preparation of creative and engaging message narratives, information management activities with various media that can reach the public quickly, selecting persuasive communicators, and evaluating the results of strategic communication implemented by the organization (Clair et al., 2019a).

The dynamics of managing higher education communication in preventing and handling sexual violence are analyzed using the concept of the four flows model from McPhee and Pamela Zaug, namely the elements of membership negotiation, reflexive self-organization, activity coordination, and institutional positioning (Griffin et al., 2023)—relationships effectively without using careful stakeholder analysis. Therefore, in the private, public, and non-profit sectors, we enter an era when stakeholder networks are becoming as important, or even more important, than markets and hierarchies (Durland & Fredericks, 2005); (Bryson, 1981). Stakeholder analysis is now more important than ever because of the increasingly interconnected nature of the world. The definition of stakeholders is challenged by the increasing use of social media, which makes the number of emotional reactions in public spaces more intense and visible (Johansen et al., 2016).

The large number of cases (sexual violence) in universities encourages every university organization to handle them until they are resolved. So far, organizations have used more aspects of gender, law, psychology, medicine, and sociology. However, efforts to manage organizational communication have not been widely chosen as strategic efforts through preparing message narratives and disseminating information, so many institutions experience crises that threaten their reputation due to the absence of appropriate communication efforts. This study was conducted as

an effort to determine the management of organizational communication and how the decision-making process uses rhetorical arena and stakeholder analysis to obtain findings and recommendations for best practices that can be adopted by other universities in managing organizational communication for the prevention and handling of sexual violence.

All institutions, whether governmental or private, large or small, have emerged and developed inseparable from regulations or policies throughout their history. Policy can be categorized as a message from an institution, either private or government, which is addressed to the public so that they are willing to accept it without any rejection. However, in empirical reality, not all policies can be accepted just like that; many policies are ignored, opposed, and even rejected by the public. It is important for communicators and policy actors to understand the dimensions that influence failure in policy communication—starting with the variability of communication culture in creating the effectiveness of accepting a public policy. Culture is an important entry point in public policy communication because communication and culture must be distinct. When someone communicates, cultural values are attached to them. Communication patterns, the existence of communicators or actors, forms, models, nature of messages, media selection, theories, and case examples are practical forms for carrying out policy communication.

Communication strategy is a series of actions an organization takes to convey a message so that the public well receives it. This includes managing information and communication with the public to build understanding and minimize losses. A communication strategy is a structured and organized plan to convey messages or information to a specific audience to achieve predetermined goals. Communication strategy involves choosing the right media, language, and delivery methods to reach the target audience effectively. According to Griffin (2012), a communication strategy is a systematic plan that includes selecting communication targets, messages, and media to achieve specific goals. Meanwhile, Kotler and Armstrong (2018) define communication strategy as a coordinated plan designed to influence the target audience's views, beliefs, or behavior by using messages delivered through well-chosen media.

Strategic communication is an approach designed to achieve organizational or individual goals using effective strategies. It involves the use of planned, directed, and integrated communication to influence the views, behaviors, or attitudes of others in support of the interests of the organization. According to James Mahoney (2016), strategic communication is the use of communication that aims to influence the thoughts, attitudes, and behaviors of others in achieving predetermined goals. James E. Grunig and Todd Hunt (1984) define strategic communication as an organization's planned understanding and use of communication to achieve specific organizational goals.

RESEARCH METHOD

The approach applied is a case study approach, which is a study to investigate the phenomenon of a case. In this study, data mining was carried out at universities that have problems handling sexual violence. The campus received news exposure and attention from the media based on the number of news reports from 2021-2023. Research to find out how communication is managed in preventing and handling cases of sexual violence in higher education. The validation of this case study analysis will use various data sources for the theme and examine the discussion comprehensively (Cresswell, 2015).

RESULT AND ANALYSIS

In the context of education and learning, by Permendikbud 30 of 2021, campus management has implemented Distance Education (PJJ) online as an elective course, where materials on preventing sexual violence are included in several meetings. In 2024, the campus is trying to develop this so that materials on sexual violence are not only included in elective courses. However, they are included in compulsory courses, so all students will receive the material. So far, compulsory courses consist of Pancasila, Citizenship, and Religion courses. Regarding the prevention program,

because the organization is a higher education institution, the basic activities are education and learning. Lecturers approach students and include information on preventing sexual violence in the process of student activities. Activities or activities outside of academics receive more attention because they are considered to have the potential for sexual violence. This differs from academic activities in learning rooms where lecturers directly supervise. So, prevention is prioritized first in the basic process. These prevention activities are added from year to year to be more optimal. Campus members, especially students, must obtain official permission if they carry out activities outside campus, starting from study programs or departments, the Dean, to permission from the highest leadership.

The purpose of the sexual violence prevention program in a structural context is to establish communication and coordination with the Student Executive Board (BEM). The student organization's structure has specific fields, such as advocacy and student welfare. The PPKS Task Force asked BEM to provide socialization to students, numbering around 50,000, which the PPKS Task Force needed help to reach. Hence, BEM members are agents who help the PPKS Task Force to forward and disseminate information about sexual violence among students. BEM coordinates and communicates with other student organizations to gain broader access to target students.

The prevention program also involves the work safety unit and campus environmental security. The PPKS Task Force coordinates coaching programs for campus environmental security. Furthermore, it aims to enable them to pass on information to the campus community about strategies to avoid acts of sexual violence and cases of work safety. Based on reports received regarding sexual violence issues, the community must act quickly, directing the community members who experience sexual violence to report to official campus channels.

In addition, prevention is carried out by giving an appeal to faculties, deans, and so on to pay more attention to acts of sexual violence. They must get approval from the leaderboard above them if they carry out activities outside the campus. Related to internal student affairs, namely building close communication with BEM. BEM is an agent to forward information to the academic community. Conducting socialization and selection of new members. Because the previous term of office had expired, the leadership formed an ad hoc team so that the organization could continue to run in prevention and handling. The selection process is carried out transparently and through strict interviews to get reliable personnel to work well. Efforts to maintain the existence of this non-empty organization are, of course, also part of the prevention context.

Regarding governance structure, socialization starts at the study program level, faculty, a program initiated by the university's PPKS Task Force. In the socialization of prevention and handling, it will be conveyed that the campus provides a complaint application connected to the university website. The beginning of the creation of this Panic Button application was so that the campus community could quickly provide information on emergency conditions they were experiencing so that handling could be carried out quickly. Many channels or channels for complaint channels are communication devices. It consists of a university call center, WhatsApp email, line, direct message, Instagram official, health help, social media managed by public relations, and, of course, the call center managed by the PPKS Task Force. Complaints and reports on many of these channels are initial reports, all of which will be handled by the PPKS Task Force.

CONCLUSION

The problem of sexual violence should not only be resolved using psychological and sociological aspects but can also be offered solutions from a communication aspect (Clair et al., 2019b). The formulation of messages and narratives that are strategically conceptualized can then be made into a joint movement that is published simultaneously as part of a communication strategy. In the context of an organization, solution efforts are manifested in the form of policies and regulations. However, policies, especially regarding the prevention and handling of sexual violence, will be a static product if they are not socialized massively as a joint effort. Besides having employees, universities in an institutional context also have students as part of the organizational structure. The large number of cases of sexual violence in universities requires communication management

skills that do not only stop at the policy stage but also require communication channels and information management models so that the entire campus community can implement this policy.

Researchers see the phenomenon that communication activities in preventing and handling cases of sexual violence in universities are important things to do so that cases can be resolved entirely without leaving new problems that cause the organization to experience a prolonged crisis. Rules and regulations are made entirely in favor of the victim and create a deterrent effect on the perpetrator. This is a serious concern because the case occurred in a university environment that has academic and educational dignity. The perpetrators are educated people who have intellectual capabilities, so if cases of sexual violence still occur, a study of communication management needs to be conducted to obtain recommendations and handling models carried out by each university. There are allegations that the implementation of policies and regulations that have been made is not running as expected because communication management for prevention and communication for decision-making in handling severe cases is not running optimally. So, if this happens, it means that efforts are needed to manage communication, both internal and crisis communication, considering that a case of sexual violence that is not handled correctly has the potential to cause increasingly complex problems. Therefore, communication management, a firm decision-making process, and strategic communication that provides solutions according to the characteristics of each educational institution are needed so that cases of sexual violence do not recur.

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