

Tasks of Public Relations Officer at RSND during COVID-19 Pandemic

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ABSTRACT

Health organizations, in this case, hospitals, have faced many difficult challenges due to the Covid-19 pandemic, which forced them to change their working methods in order to adapt to the new circumstances. This study aimed to find out the tasks of the PR practitioner at RSND during the COVID-19 pandemic. The researchers used the qualitative method with a descriptive approach. The in-depth interview was used as a study tool to collect primary data. The researchers analyzed the data based on the main functions of public relations, chaos theory, and structural-functionalism theory. Meanwhile, the paradigm used in this study is the constructivism paradigm. The findings showed that the public relations officers at RSND developed their tasks in line with the new situation of the Coronavirus epidemic. Covid-19 imposed on the public relations officers several new tasks, most notably; coordination with Diponegoro University regarding complaints related to Coronavirus and the launch of RSND PCR laboratory services, electronic patient registration through RSNDku application, measuring patient satisfaction via the Internet, issuing awareness leaflets to the public about the dangers of Coronavirus and ways of prevention, interacting with hospital audiences through social media, in addition to several marketing, and other administrative duties. The uniqueness of PR in RSND during Covid-19 is launching Healthy Life MNC in collaboration with Trijaya 89.8 FM in Javanese and Indonesian language about Covid-19.

Keywords: Covid-19; Hospitals; Public Relations; RSND; Tasks.

ABSTRAK

Organisasi kesehatan, dalam hal ini rumah sakit menghadapi banyak tantangan sulit akibat pandemi Covid-19 yang memaksa mengubah metode kerja mereka untuk beradaptasi dengan keadaan baru. Penelitian ini bertujuan untuk mengetahui tugas praktisi Humas di RSND selama masa pandemi COVID-19. Peneliti menggunakan metode kualitatif dengan pendekatan deskriptif. Wawancara mendalam digunakan untuk mengumpulkan data primer. Peneliti menganalisis data berdasarkan fungsi utama humas, teori chaos, dan teori struktural-fungsionalisme. Sedangkan paradigma yang digunakan dalam penelitian ini adalah paradigma konstruktivisme. Temuan penelitian menunjukkan bahwa pegawai humas RSND mengembangkan tugasnya sejalan dengan situasi baru wabah Corona. Covid-19 membebankan beberapa tugas baru kepada pegawai humas, terutama koordinasi dengan Universitas Diponegoro terkait pengaduan terkait virus Corona dan peluncuran layanan laboratorium RSND PCR, pendaftaran pasien elektronik melalui aplikasi RSNDku, pengukuran kepuasan pasien melalui internet, pemberian leaflet kesadaran kepada masyarakat tentang bahaya virus Corona dan cara pencegahannya, berinteraksi dengan audiens rumah sakit melalui media sosial, selain beberapa pemasaran, dan tugas administrasi lainnya. Keunikan Humas di RSND selama masa Covid-19 adalah meluncurkan acara MNC Hidup Sehat bekerjasama dengan Trijaya 89.8 FM, dalam bahasa Jawa dan Indonesia tentang Covid-19.

Kata Kunci: Covid-19; Rumah Sakit; Humas; RSND; Tugas.

INTRODUCTION

The Coronavirus, which came from the Chinese city of Wuhan, had effects on social, economic, and cultural life, in addition to the health sector (Islam, 2021; Widiatmojo & Fuad, 2021), which made the hospitals try to manage the work, in order to adapt to the new environment (Ares Castro-Conde et al., 2021). The Covid-19 epidemic entered the Republic of Indonesia at the beginning of 2020. As a result of this epidemic, all activities in institutions were disrupted (Yuniti et al., 2020). The Hospitals faced many crises due to the lack of resources and capabilities and the lack of good preparation for this epidemic (Surendra et al., 2021). Public relations in the current era play a very important role in hospitals and can serve as a bridge for communication between internal and external audiences. It is the mission of public relations officers to organize and plan all hospital programs and activities (Safitri et al., 2019). We can say that the central role of public relations is the relationship and communication between stakeholders and the organization because public relations represent the organization and act on its behalf through its role in managing all external relations (Cardwell et al., 2017). Also, the public relations function has the ability to influence the decision-making process within the organization. This influence depends on the extent of the public relations practitioner's experience and the extent of their understanding of the role that public relations play within the organization. The public relations practitioner is an integral part of the administrative process (Smith & Place, 2013).

Despite many government sectors affected by the COVID-19 pandemic, hospitals are the only ones that have not stopped operating during the pandemic. Diponegoro National Hospital (RSND) was one of the most important health sectors in the Indonesian city of Semarang during the Covid-19 epidemic. RSND is one of the hospitals that has been a referral center for COVID-19 patients in Central Java, Indonesia (Ichwan, 2020). Diponegoro National Hospital (RSND) is a university hospital. This hospital was established on 15 Sept 2014. *Rumah Sakit Nasional Diponegoro* (RSND) belongs to Diponegoro University and it is an accredited hospital by Komisi Akreditasi Rumah Sakit (KARS) Type C. However, it has the characteristics of a type B hospital because it is backed by advanced facilities and equipment (*Rumah Sakit Nasional Diponegoro*, 2020). Diponegoro National Hospital is located on the campus of the University of Diponegoro in the Tembalang area, adjacent to the Faculty of Medicine, Diponegoro University, Semarang City, Central Java, Indonesia. Diponegoro National Hospital began operating on 15 September 2014, starting an outpatient installation. On 9 Apr 2015, Diponegoro National Hospital officially opened an inpatient installation. The opening of the Diponegoro National Hospital was held on 28 January 2016. RSND is expected to be able to serve the students, lecturers, and education staff of Diponegoro University and the local population, specifically the residents of Tembalang, South Semarang, and East Semarang areas, as well as the surrounding areas such as Semarang, Demak, and Kendal Regencies in the near future. Moreover, the hospital is expected to develop nationally by providing integrated and high-quality health services by prioritizing aspects of research-based education. RSND also organizes public health services and clinical and non-clinical research (*Profil*, 2021).

Two weeks before the spread of Covid-19, the two researchers were constantly visiting RSND in order to find out the tasks and roles of public relations within Diponegoro National Hospital. The results of the observation were as follows:

1. Digital PR is not adopted within RSND.
2. The communication function of RSND is performed by the public relations officer, who is, in fact, only one person formally responsible for the conduct of public relations and marketing functions. This officer does not have any previous experience in public relations, and his academic degree is a Bachelor of Architecture.
3. Diponegoro National Hospital is a relatively new hospital officially opened in 2016. However, many residents of Tembalang and adjacent areas within Semarang do not know what RSND is and where it is located.
4. Through repeated visits to the hospital before the outbreak of the Corona pandemic, the researchers noticed a lack and misunderstanding of public relations work in Diponegoro National Hospital, and the tasks of the public relations practitioner were based only on the following tasks;

Follow up the news published on TV or in newspapers about the hospital, then print and save it in a file about hospital news. Practicing the communication function with the internal public of the hospital regarding the coordination of tasks and communicating with the external public if there is a

complaint from the patient inside the hospital. Coordination between some departments within the hospital regarding patient complaints. Making questionnaires about patient satisfaction with hospital services in hardcopy form.

“Everyone has the right to health services” quoted from Paragraph 28 H of the 1945 Constitution and Law No. 23/1992 on Health (Depkes RI, 2008). Currently, health services (hospitals) have become an industry based on economics and management to promote hospital services to gain customer confidence. So, health service providers compete to find ways to satisfy customers and enhance the hospital’s image to obtain profit. Here, the importance of the duties and roles of the public relations officer in the hospital appears. Public relations activities have an influential and important role in consumer decisions when choosing a health care service (patient and hospital). Many studies confirmed that the activity provided by public relations was a major reason for patients to choose the hospital. The behavior of public relations officers, employees, and the hospital’s reputation is among the most important variables contributing to the patient’s choice of hospital (Tengilimoglu et al., 2008). All hospitals aspire to have great achievements and a good reputation through public relations tasks. Therefore, we can say that Public relations is an administrative and communication activity that aims to build mutual trust and achieve understanding between companies, agencies, and the audiences that deal with these organizations.

Nowadays, hospitals face many environmental and technological changes and difficult challenges after the Covid-19 pandemic (American Hospital Association, 2020). Health organizations (hospitals) are in dire need of public relations, especially after the Covid-19 pandemic. It has become imperative for the Public Relations Department in health institutions to communicate with patients, doctors, nurses, workers, the administration, the external public, and the media to communicate and spread health awareness and inform the community. Therefore, the need for this research arose to find out the tasks performed by the public relations officer at Diponegoro National Hospital during the COVID-19 pandemic by analyzing these tasks based on scientific methods of public relations. Therefore, the researchers crystallized the problem of this research in the following main question, *What are the tasks of the Public Relations Officer at Diponegoro National Hospital during the COVID-19 pandemic?*

Based on the problem formulation above, the researchers seek to find out the tasks of the public relations officers at Diponegoro National Hospital (RSND) during the COVID-19 pandemic. The importance of this study is that it is an attempt to contribute scientifically to exploring and defining the duties of the public relations practitioner in Diponegoro National Hospital during the Corona pandemic. It is one of the important topics that studies have not addressed before.

According to Strenski, the public relations function is one of the vital pillars of modern society. Public relations has an important position within organizations because it has an effective role in facilitating communication. It is also achieving the understanding between the parties of the institution or organization. Thus, the functions of public relations importance are constantly increasing due to the great competition between organizations and the speed of development in services. The functions signify in addition to the development of means of communication, which has contributed to increasing the awareness of the masses, which requires the presence of a public relations department that disseminates information about the organization to inform the public of the organization’s activities and services (Strenski, 1998).

There are five main public relations functions within organizations. These five functions are agreed upon by most public relations scholars. They are as follows: the research function, the planning function, the communication function, the coordination function, and the evaluation function (Edgar F., 1980).

1. Research: The research function is very important in organizations. The research function is conducting studies related to measuring trends and public opinion related to the public who deals with the institution. This function is concerned with studying opinions in order to collect data and information about the nature of the audience and their aspirations towards the organization to gain the loyalty of these audiences (Mouza et al., 2016). The public relations analyzes and summarizes all issues of concern to higher management and sends them to senior management officials to help them make the right decisions. Public relations monitors all developments and changes (economic, political, and social) in the organization’s external environment. Public relations practitioners should conduct types of research to identify best practices and improve activities within the organization (James E, 2006).

2. **Planning:** Planning is one of the main functions of public relations practitioners within an organization. The planning function is one of the most important processes carried out by various modern administrative institutions and organizations. It draws short and long-term policies and strategies in addition to drawing media programs that aim to define, promote, and market the service or the products. Planning for public relations will contribute to the implementation of the programs and goals of the organization at a specific time (Anne, 2010). Planning is one of the basics of public relations because it can measure results, goals, and achievements. In addition, planning saves time and effort for the organization's higher management and practitioners.
3. **Communication:** Communication is one of the basic functions of public relations. Communication is the process by which information is transmitted. It may be an oral or written message, a picture, or even a signal. Communication is not one-way; rather, it should be two-way. The intended meaning of the message must be understood in addition to choosing the appropriate media for the public, communicating with the target audiences, bringing about an intended change in the trends of public opinion, transforming it in the interest of the organization, and supplying the organization with all the changes that occur on the part of public opinion in the external environment (Anggreni, 2018). Communication takes place between the Public Relations Department with the various departments within the organization, as well as with the various institutions in the community, as well as contacting officials and opinion leaders to link the institution to the community and highlight its good image, position, and importance in serving the public.
4. **Coordination:** The coordination function is one of the important elements in public relations as coordination takes place between the Public Relations Department and other departments within the organization. Public relations practitioners maintain continuous coordination between organizational units within the institution, between the institution and the external public, or between the internal and external public, in a way that helps the institution to achieve its goals and implement its general policy (James E. & Larissa A., 1998). Public Relations must continuously coordinate with all organizations in the local community to convey the institution's image and its various activities to the community.
5. **Evaluation:** Evaluation is one of the five main functions of public relations within organizations. The evaluation function emerged due to the constant need to know the efficiency of public relations plans and programs and the extent of the needs of the public toward the organization. Evaluation represents the process of investigating errors and deficiencies in various programs to avoid them in future plans, which contributes to the organization's goals (Tom & Paul, 2007). Evaluation is the last step in PR work.

"Chaos Theory" is one of the most important theories in business crisis management (Thiéart & Forgues, 1995). The importance of this theory stems from how to deal with corporate turmoil due to uncontrollable external factors or crises in the organization. However, the organization is not a party to this crisis by creating a new work environment. Chaos theory proposes that management should place more and great emphasis on adaptability and entrepreneurial creativity to deal with an unpredictable future and inherently unknown (Namaki, 2018).

"Structural-Functionalism Theory" This theory assumes that society, organizations, or companies are based on the idea of the system and that it is a social construction. According to this theory, hospitals as health organizations are a social construction. The controlling link between this construction is the relationships and units that consist of it, in addition to the tasks that link all these units in order to ensure the continuity of the hospital as a social construction. Whenever there was an interconnection between all units, this helped in the stability of the health organization. If any unit or section is marginalization, it will affect all other units.

Principles of Structural-Functionalism Theory; 1) A society, organization, or group, regardless of its purpose and size, consists of parts and units that are different from each other and, despite their differences, are interdependent, supportive, and responsive to each other (Kingsbury & Scanzoni, 2009). 2) A society, group, or organization can be analyzed by a structural and functional analysis into parts and primary elements. The organization consists of parts or elements that have its essential functions. 3) The parts into which the organization, society, or social phenomenon is analyzed are integral. So each part complements the other. Any change that occurs to one of the parts must be reflected in the rest of the parts, and thus the so-called process of social change occurs. From here, the structural-functional theory explains the social change as a partial change that occurs on one of the

units or structural elements. This change quickly affects the rest of the parts as it changes them from one phase to another (Hauhart, 2003). 4) Each part of the organization or system has structural functions stemming from the nature of the part. These functions are different as a result of different parts or structural units. Despite the difference in the functions, there is a degree of integration between them, so the functions within the institution are different. Despite the difference, there is a clear complementarity between them (John R. Fisher, 2011). For example, the public relations function in the health institution differs from the marketing function, but the functions of each of them complement each other, the public relations cannot perform its functions without the other functions, so the difference in the functional centers is important for job cohesion and social solidarity in the health institution.

METHODS

The researchers used the qualitative method with a descriptive approach (Daymon & Holloway, 2011), which aimed to explain the tasks and duties of the public relations officers at Diponegoro National Hospital (RSND) during the COVID-19 pandemic. The researchers decided to use this qualitative approach by relying on Non-random sampling (Convenience sampling) because (sample) the number of people who work in public relations in Diponegoro National Hospital (RSND) is small, only one person. In this study, the subject of this research is the public relations officers, who provides information to the researchers about the tasks and duties of the public relations officers at Diponegoro National Hospital (RSND) during the COVID-19 pandemic.

The primary data is the main data, which the researchers obtained directly through the questions asked to the informant during the in-depth interviews. The primary data source of this research is the Public Relations practitioner at Diponegoro National Hospital (RSND). Meanwhile, the secondary data of this study will be accessed through relevant journals and documents, in addition to books and e-books closely related to public relations duties and activities.

For data collection techniques, the researchers used the in-depth interview technique. The in-depth interview in scientific research is generally considered one of the qualitative research methods (Guion et al., 2011). The researchers chose this technique because it will provide the researchers with more accurate details about the tasks and duties of the public relations officers at Diponegoro National Hospital (RSND) during the COVID-19 pandemic. The in-depth interviews are characterized by providing more details and information than what is available through other data collection methods. Informants may feel more comfortable when interviewing the researcher, so the in-depth interview provides a more relaxed atmosphere for collecting information (Legard et al., 2003). For the data analysis technique, the researchers used the Huberman model of qualitative data analysis (Miles et al., 2014). According to Creswell, Miles, and Huberman (1994), the model represents a systematic approach to qualitative research analysis (Creswell, 2013), which consists of three stages: collecting data, data reduction, data display, and conclusion drawing.

With regard to the Goodness criteria (Data Validity Test), the researchers used the triangulation technique to test the validity of the data (Seale, 1999). Triangulation is a method used to increase the reliability and validity of research results (Bashir et al., 2008). Triangulation helps to overcome bias from the researcher within the study. The researchers used triangulation through several methods, including 1) Triangulation sources: The researchers triangulated the source to test the reliability of the data by checking the data obtained from several sources. In this study, the data referred to are public relations practitioners. Moreover, the data were described, categorized, and presented from different perspectives. In the next step, the researchers analyzed the existing data to conclude. 2) Triangulation technique: Triangulation is needed to test the reliability of the data by checking the data from the same source but using different techniques. If there is a discrepancy in the data obtained from the interview and then verified by observation or documentation, the researcher is obliged to discuss with the data source or others to ascertain which data is considered the most correct. 3) Time triangulation: Chronological triangulation often affects the reliability of the data. Reliability test of the data can be done by checking interviews, observations, or other methods at different times or situations. This is done to avoid finding different data. The researchers used all the previous steps to reach the most accurate data.

Researchers have chosen Diponegoro National Hospital (RSND) as a result of the previous observations mentioned in the introduction of this research. In addition, despite being a type C hospital, RSND was the first teaching hospital that has been a referral center for COVID-19 patients in Central Java, Indonesia.

A paradigm is a worldview or belief system that guides researchers in choosing methods and determining fundamental ways (Guba & Lincoln, 1994). Paradigm refers to the entire system of thought consisting of basic assumptions, important questions to answer, research techniques used, and examples of good scientific research. In this research, the researchers used the constructivism Paradigm. The constructivist paradigm focuses on re-creating an understanding of the social world. According to Guba and Lincoln (1994), in the same reference, the constructivism paradigm has its basis in reality. "The constructivism paradigm is a paradigm in which the truth of social reality is seen as a result of social construction". According to the constructivism paradigm, Diponegoro National Hospital (RSND) is a social construction, and public relations is part of that social construction. Thus, the constructivism paradigm used in this study aims to find out the tasks of the public relations officers at Diponegoro National Hospital (RSND) during the COVID-19 pandemic.

RESULT AND DISCUSSION

Marketing Tasks of A Public Relations Officer at Diponegoro National Hospital (RSND) during Covid-19 Pandemic

The results of our study concluded that the public relations officer at Diponegoro National Hospital (RSND) performs a lot of marketing tasks, and we will mention them in detail as follows: (1) Building relationships with other hospitals through personal or group coordination regarding Covid-19 patients, swabs services, etc. (2) Monitoring the Memorandum of Understanding (MoU) about Covid-19 news and policies and contacting with third parties regarding the MoU: Harian Kompas, Tribun Jateng, and Kimia Farma. (4) Collaborating with insurance and agencies (Offer for MoU) about Coronavirus. (5) Establishing relationships with Pratama Clinics and Family doctors around Diponegoro National Hospital regarding COVID-19 services. (6) Promoting Diponegoro National Hospital Facilities via Talkshow and social media regarding all services provided in connection with the COVID-19 pandemic. (7) Organizing promotional events inside and outside the hospital in cooperation with the Hospital Health Promotion Team (PKRS) through health checks related to Coronavirus at schools, agencies, and companies. (8) Creating and offering health packets with the tariff team (Isolation Package, Medical Check-Up Package, and some other services).

These marketing tasks were developed at the beginning of Coronavirus. The public relations practitioner in RSND did not practice these tasks in the past. The researchers believe that the reason for the public relations practitioner's orientation towards these tasks is the need to coordinate with the press, pharmacies, and clinics regarding Coronavirus news, swab services, etc. The researchers believe that these new marketing tasks on the part of public relations during the epidemic are a positive sign that the public relations at RSND are on the right path. Marketing public relations is one of the important aspects of hospitals, as it is associated with forming an image of awareness about health services (Kirdar, 2008). Therefore, the public relations officers must adopt it in the performance of his work. Marketing public relations aims to maintain customer loyalty and create mutual communication between the organization and partner organizations to create a positive impression. In addition, it is to establish various activities that contribute to creating a good image of the organization in the minds of the audiences (Saraswati & Prihadini, 2020).

The Promotional Tasks of A Public Relations Officer at Diponegoro National Hospital (RSND) during the Covid-19 Pandemic

The results of our study concluded that the public relations officer at Diponegoro National Hospital (RSND) performs a lot of promotional duties. We will mention them in detail as follows: (1) Designing banners to educate the community about the pandemic and publishing these banners on social media (during the COVID-19 pandemic, much work was done on designs for education and promotion on social media, as well as poster printing, Banners, etc). (2) Making a Health promotion Leaflet, in addition to updating the latest health information about COVID-19. (3) Designing Leaflet about Diponegoro National Hospital Facilities and doctors Schedule (Latest Updates about Doctors Schedule during a pandemic). (4) Promoting on social media via WhatsApp and Instagram through the information update about the latest news on Covid-19. (5) Designing posters about how to prevent

yourself and your family from the epidemic and some health guidelines by preparing poster materials and putting images in addition to writing the contents of the poster.

These promotional tasks have a positive indication from the researcher's perspective, as not all of these tasks were practiced before the Covid-19 epidemic. The researchers believe that the ability of senior management and public relations to develop such tasks in times of crisis (Covid-19) is evidence that Diponegoro National Hospital is capable of adapting to crises. The promotional process in hospitals is of great importance because it aims to the prevention and health education process and integrates the promotional efforts by the public relations practitioner to promote health in the hospital (Tatang & Mawartinah, 2019). Health promotion is an integral part of health systems within hospitals. And as a result of the big changes that have occurred in hospitals in the recent period, promotional activities have become an indispensable necessity because they are related to organizational, educational, and behavioral issues (Ekiyor & Altan, 2020).

The Tasks of A Public Relations Officer at Diponegoro National Hospital (RSND) on Social Media during Covid-19 Pandemic

The results of our study concluded that the public relations officer at Diponegoro National Hospital (RSND) performs many tasks on social media, and we will mention them in detail as follows. (1) Adding updates on Instagram and Facebook by producing content (videos about covid-19 and public health). (2) Adding updates on the hospital website by making health articles about the dangers of corona and how to prevent it (as much as possible by the doctor). (3) Making videos on self-isolation, foods, and vitamins that protect against corona. (4) Educating the community about the rules and guidelines published by the World Health Organization on Covid-19, PR officers who is responsible for it, starting from drafts, third party selection, administrative processes, materials, and tools for filming until direct involvement in the shooting process, after that, uploading these videos on social media Facebook, Instagram, and YouTube. (5) Organizing a radio talk show (Healthy Life MNC) in collaboration with Trijaya 89.8 FM every Thursday at 15.00 WIB Live Streaming on Instagram, Zoom, YouTube about Covid-19, PRO looks for doctor's speakers, processing and uploading everything on Diponegoro National Hospital social media.

Researchers believe that the public relations trend in RSND to rely on the Internet and social media to perform its work at the time of Covid-19 is a real achievement. Despite the delay of public relations at RSND in the use of digital public relations, it is better late than never. This is a good indication that public relations in RSND have begun to rely on modern communication technology, all thanks to Covid-19, which forced companies and hospitals to change the nature of their work and rely entirely on the Internet and take advantage of technology. The Internet and social media have made radical changes in the public relations professionals within hospitals (ÇERÇİ, 2017). Social media tools have become effective and useful means of communication for public relations practitioners in health institutions (hospitals). It has made it easier for hospitals to reach customers and provide all information through hospital pages on social media websites (De Las Heras-Pedrosa et al., 2020)&(Pienrasmi, 2015). Public relations practitioners have become dependent on social media to communicate with other parties. Thus social media has become a communication channel between the organization and its audiences (Haryanti & Rusfian, 2019). The Internet and social media were able to revolutionize the communication between individuals, organizations, and the public. In addition, social media opened a great opportunity for all companies to develop themselves and communicate continuously with the public by drawing clear strategies to communicate with public relations officers (Appel et al., 2020).

The Tasks of the Public Relations Officer at RSND as A Services Employee and Responsible for Measuring Customer Satisfaction during the Covid-19 Pandemic

The results of our study concluded that the public relations officer at Diponegoro National Hospital (RSND) performs a lot of tasks as a service employee. We will mention them in detail as follows: (1) Distributing the patient satisfaction survey online. This survey became online because of Covid-19. Before the Covid-19, it was not online. The PR officer is responsible for entering the electronic patient satisfaction form into the RSNDKu application. (3) Coordinating with Public Relations in Diponegoro University about complaints or news related to corona events, in addition to the

coordination related to the launch of RSND PCR laboratory services, new student admission tests, and the launch of RSNDKu online registration. (4) Coordinating with Diponegoro National Hospital Whatsapp Center and relevant units to answer customer questions about covid-19.

The previous results are a positive indication of the change of some tasks from the traditional situation to the Internet. Public relations in the past used to do patient satisfaction questionnaires in paper form, and after the Covid-19 pandemic, the public relations practitioner began to practice this task via the Internet. This point indicates that public relations at RSND started to adopt Digital public relations, which is a 100% correct approach, as all modern organizations, without exception, have become dependent on the Internet and technology in their work performance. Measuring customer satisfaction is one of the most important tasks of the public relations officer because the organization without the customer cannot continue. Therefore, the organization needed to make a questionnaire to measure customer satisfaction to determine their desires (Chung et al., 2013). Several studies have indicated that customer satisfaction is affected by the extent of their relationships with the organization (Bruning & Ledingham, 1998). It is good that public relations performed this task at the time of the epidemic, which helped them to constantly know the opinions of the public about the performance of the hospital during Covid-19 in order to develop the services provided.

Other Tasks of the Public Relations Officer at Diponegoro National Hospital during the COVID-19 Pandemic

The results of our study concluded that the public relations officer at Diponegoro National Hospital (RSND) performs a lot of other tasks, and we will mention them in points as follows:

Documentation: The documentation task of the Public Relations Officer at Diponegoro National Hospital is represented in saving clippings of pictures that are published about the hospital in newspapers. Also, it monitors the news published about the hospital through the Internet or TV, in addition to typing and entering all events that have occurred or will occur at RSND Hospital during the Covid-19 pandemic on the RSND website. Before the Covid-19 pandemic, this task was done manually by cutting those scraps and saving them in a file. After the Corona pandemic, it was done electronically by saving everything published about the hospital electronically on the hospital's website.

Donation: The mission of the Public Relations Officer at Diponegoro National Hospital was to coordinate the received donations regarding Covid-19 to RSND, contact the concerned department to distribute them, document the donation process, and publish the donation requirements with the help of the nurse, Ms. Sheila.

Administration: The administrative tasks of the public relations officer at Diponegoro National Hospitals represented managing correspondence related to the Covid-19 pandemic, for example, responding to official letters of complaints regarding Covid-19.

Information and Complaint Handling Officer (PIPP RS for BPJS): Public Relations Officers at Diponegoro National Hospital working as Information and Complaints Officer, and their duties represented in handling and sorting out complaints related to Covid-19, hospital, and BPJS services by coordinating with PIPP BPJS in Semarang City, Mrs. Ika Riskiana.

All tasks above except documentation were not practiced by the public relations officers at RSND before Covid-19. Back then, documentation was done manually. However, Covid-19 forced the hospital to depend on digital communication technology. COVID-19 pandemic has left tremendous impacts on health systems in Indonesia and worldwide. The effects of Covid-9 were represented in health care services, financial, medical staff, organizational aspects, and daily performance. The Corona crisis revealed the fragility of some health systems in many countries. Hospitals that did not have a strategic plan to perform their work collapsed at the beginning of the crisis. This explains the importance of having a professional PR practitioner inside hospitals. Covid-19 imposed new roles and tasks for the public relations practitioner in the health sector. These roles were characterized by continuity and speed, such as responding to public inquiries regarding the epidemic and refuting rumors, and following the hospital's social media pages, moment by moment, in order to interact with the hospital's public, and providing some services online such as self-quarantine, online registration for services, etc.

According to the *five main functions of public relations* (Edgar F., 1980) at RSND, most of these functions did not go smoothly. For example, the research function was not used during the epidemic, and the planning function was done randomly, not on scientific grounds, according to the nature and

requirements of the situation. As for the research function, it stopped completely during the epidemic period. This is because research needs time, unlike the nature of work at the time of the epidemic, which needs speedy completion. While other main functions, such as communication and coordination, went smoothly during the epidemic because it was a requirement of dealing with the public and partner organizations during the epidemic. With regard to the function of evaluation, it was done on a temporary basis during the epidemic by evaluating the current situation and its requirements, rather than depending on pre-evaluation or final evaluation.

With regard to *Chaos theory* (Thiéart & Forgues, 1995), the COVID-19 pandemic has created an impact and turmoil in RSND due to an unexpected crisis. The health organizations, especially RSND, were not able to foresee this crisis. According to this theory, the initial conditions within chaotic environments resulting from an unexpected crisis can cause catastrophic effects on the organization's performance if the organization does not try to adapt to that crisis. The senior management of Diponegoro National Hospital has tried to create a new work environment by creating new roles, responsibilities, and tasks for the public relations practitioner during the epidemic period. This is evident in the results of this study above. As a result of these new roles for the public relations practitioner during Covid-19, also according to this theory, we can say that the senior management of RSND can apply to them the concept of "good awareness of the decision-makers regarding crisis management".

According to *Structural-Functionalism Theory*, functional analysis is a major analytical tool that aims to study structures and their formations to know the nature of this formation and its implications. As our study is about the duties of the public relations officer at Diponegoro National Hospital, public relations is an integral part of the social construction (hospital). Public relations, according to Structural-Functionalism theory, represents a structural-functional value that contributes to the stability of the hospital. So, the structural-functional analysis of public relations must include the tasks assigned to the public relations officers and the extent of their contribution to achieving the general objectives of the organizational construction (hospital). According to the functional perspective within this theory, when public relations do not practice their duties and roles professionally through flexibility in performing functions and creating new duties and roles in proportion to the general situation of the hospital, whether a pandemic or even an internal or external crisis, it will not achieve stability at the structural level, which is called "functional obstacles in one aspect of the structural system". All of that will destabilize the social structure as a whole, especially since public relations have a specific and effective role in the organizational structure of any organization. If we think about what the senior management at RSND has done in creating special roles and tasks for the public relations practitioner during the time of the pandemic, we will realize that these new tasks have fundamentally contributed to the stability of the performance of Diponegoro National Hospital as a whole during the time of the epidemic.

The performance of Diponegoro National Hospital during the Covid-19 epidemic has stabilized due to the trend toward digital communication technology, interaction through the hospital website and radio with the hospital audience, and the use of digital public relations during the epidemic. This is the first serious step taken by the senior management at RSND to put public relations in its proper framework. The desire of senior management to abandon the traditional tasks of public relations in the first stage of the Covid-19 epidemic, in addition to their insistence on depending on digital public relations and communication technology and its use in public relations work during the Covid-19 pandemic, has brought many benefits to Diponegoro National Hospital, most notably: reducing the costs of health organizations, speeding up the provision of services, providing them in the best and easiest way, and accessing to the largest number of hospital audiences through direct interaction via RSNDku application and the hospital website. The use of RSND platforms such as Facebook and Instagram to spread awareness about the epidemic and its risks, which is called the social responsibility of hospitals with low budgets, as well as the provision of free consultations regarding COVID-19 by public relations to the hospital public, have contributed to increasing awareness, loyalty, and improving the mental image of RSND in the eyes of patients in particular and the public in general.

CONCLUSION

The COVID-19 pandemic had affected all activities in all organizations, which forced companies to close completely or partially and obliged employees to work from home. Hospitals were the only ones that did not close their doors. At that time, hospitals had to make a change in the way they work in order to adapt to the new conditions. Since the public relations officers are responsible for the internal and external activities in the hospitals, they have taken the responsibility of running these activities during COVID-19.

The Public Relations Officer at Diponegoro National Hospital has adapted early to the new condition of the hospital after the pandemic. The public relations officers at Diponegoro National Hospital (RSND) did work only at their traditional tasks. They also developed their activities and tasks to suit work requirements during the pandemic. Thus, there were many tasks of the public relations officer during the covid-19 pandemic, represented in marketing tasks, promotional activities, tasks on social media, as well as administrative and other tasks. The adaptation of the public relations practitioner has led to the stability of the hospital's performance during the Covid-19 epidemic.

Finally, it is no secret that public relations have become one of the most important components of the administrative process of any organization, whatever its nature or its work. Public relations efforts in the current era, especially after the covid-19 pandemic, have become an inevitable and indispensable necessity. It plays an important role in coordinating all the organization's efforts through its activities and cooperating with the public.

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