

Communication Audit within the Occupational Health and Safety System with an Ergonomics Approach at Dr. Rivai Abdullah Palembang Regional General Hospital

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ABSTRACT

The communication audit becomes a comprehensive and in-depth study of the implementation of the organizational communication system aimed at improving the effectiveness of RSUP Dr. Rivai Abdullah Palembang. RSUP Dr. Rivai Abdullah Palembang is one of the healthcare institutions that is essential for supporting health factors in the community. The purpose of this research is to understand the ergonomic approach and communication audit in the services provided by RSUP Dr. Rivai Abdullah Palembang. The theoretical frameworks used in this study are the Laswell model and organizational theory. A qualitative research method with a case study approach is employed. The data sources include primary and secondary data, where primary data is gathered through interviews and secondary data consists of documentation and literature review. The findings of the study indicate the following: 1) there is an increased workload on employees and insufficient facilities at RSUP Dr. Rivai Abdullah Palembang, 2) lack of infrastructure facilities (media) in delivering services to patients, 3) suboptimal information delivery to patients, 4) ineffective facility arrangement, and 5) RSUP Dr. Rivai Abdullah Palembang applies the 5R concept but lacks a background in occupational health and safety (K3).

Keywords: audit, communication, ergonomics, service and 5S concept

INTRODUCTION

Hospitals, like other service-providing institutions, need to ensure patient satisfaction by paying attention to the services they offer. The service delivery at Dr. Rivai Abdullah Palembang Hospital, including both poly and proliner services, often encounters barriers in communication. These communication challenges can be examined within an organizational framework using an ergonomic approach and a communication audit. A communication audit involves assessing communication experiences and capturing an overview of communication practices within units, departments, and the organization as a whole. Ergonomics, which encompass factors such as service comfort, work quality, and facilities at Dr. Rivai Abdullah Palembang Hospital, are essential considerations. Adhering to service standards, limited resources also play a significant role in providing the necessary equipment to support efficient service processes and optimal organizational functioning. Therefore, service processes should align with ergonomic standards and emphasize effective communication practices.

To ensure the safety and well-being of both employees and visitors, it is crucial to provide services in alignment with established service standards. Within a hospital setting, an organizational management structure, such as the Occupational Health and Safety (K3) department, is necessary to facilitate the smooth operation of hospital services. As per Minister of Health Regulation Number 66 of 2016, commonly known as K3RS (Health and Safety at Hospital), K3RS encompasses all activities aimed at ensuring and safeguarding the safety and health of hospital personnel, patients, patient companions, visitors, and the hospital environment. These efforts primarily focus on preventing work-related accidents and occupational diseases within hospital premises.

In accordance with Mohammed and Bungin (2022), the primary objective of conducting a communication audit is to evaluate the effectiveness of both internal and external communication within an organization. This assessment helps in analyzing the communication system being utilized and identifying areas that require improvement. Additionally, organizations perform communication audits with the aim of reducing uncertainty in the work environment and aligning communication practices to meet internal and external needs (Putri and Fathurahman, 2021).

Furthermore, the field of ergonomics focuses on studying the interaction between humans and the various components of a system as a unified whole (Yassierli et al., 2020). Ergonomics is applied by considering factors such as awareness, limitations, abilities, and human capabilities. By ensuring a harmonious relationship

between the work environment, tasks, and employees, a safe working environment can be established (Hutabarat, 2017). This integration of all aspects involved is crucial for maintaining continuity and optimizing overall workplace well-being.

The concept of ergonomics incorporates the 5S principles, namely Seiri, Seiton, Seiso, Seiketsu, and Shitsuke (Hernita et al., 2020). By implementing these principles, workplaces can optimize the utilization of equipment, space, and work systems, fostering discipline among workers. Applying the 5S concept in ergonomics results in the creation of a safe and comfortable work environment, ensuring optimal conditions and maximizing work efficiency (Osadatrans. Mariani Gandamihardja, 2018).

Studies conducted by Baring Bing (2020), Victoria, Victor, and John (2019), and Saputri, Lestari, and Sosiawan (2021) have explored communication ergonomics and communication audits with the goal of enhancing the quality of organizational communication. These studies emphasize the importance of maintaining continuity among various aspects involved in creating a safe work environment, including the work environment, job roles, and employees. Additionally, according to Indrasari's research (2019), service provision aims to satisfy customers by delivering the services they need and desire. In the context of hospitals, which are institutions providing services, ensuring patient satisfaction is crucial. Quality healthcare services are essential in meeting patient satisfaction and are evaluated based on two factors: expected services and perceived services (Erviarningsih, 2020).

The aforementioned research examines the outcomes of communication and ergonomics audits, with a particular focus on media usage in ergonomics and 5S studies, communication objectives, and communication barriers. These audits offer significant advantages to businesses by ensuring the integrity and stability of communication processes and work execution. To effectively evaluate the efficacy of communication efforts, the use of appropriate media is essential. Based on the findings of the research, communication audits and ergonomics are identified as powerful tools for maintaining communication stability within an organization, making them intriguing subjects of study.

This particular research delves into the analysis of communication and ergonomics applied in RSUP, Dr. Rivai Abdullah Palembang, highlighting the importance of communication in the implementation of ergonomics within hospital services. Furthermore, the study investigates the communication practices through a communication audit, aiming to develop a communication concept using the Organizational Communication Profile (PKK) model, which focuses on examining organizational communication as a determinant of work effectiveness.

METHODS

This study employs a qualitative methodology within the constructivism paradigm to obtain a comprehensive and in-depth understanding of a specific entity. The aim is to gather detailed information through data collection procedures over a defined period (Murdiyanto, 2020). The focus of the research is the communication and ergonomics practices within the service provision at RSUP, Dr. Rival Abdullah Palembang hospital. The study involves employees of RSUP, Dr. Rivai Abdullah Palembang, as well as patients and their families. Specifically, the research will analyze the communication methods used in socializing the implementation of ergonomics and conduct a communication audit.

The data collection techniques employed include observations, interviews, and documentation studies conducted at Dr. Rival Abdullah Palembang hospital. The author's data analysis approach involves a literature review and an exploration of past service-related phenomena at RSUP Dr. Rivai Abdullah Palembang over the previous year. The analysis process entails selecting relevant data, focusing on key aspects, simplifying and abstracting information, and transforming the field notes into usable data. The discussions revolve around crucial topics and aim to develop a communication audit within the context of the occupational health and safety system, applying an ergonomic approach at RSUP Dr. Rivai Abdullah Palembang.

RESULTS AND DISCUSSION

Through the researchers' observations and in-depth interviews with five informants, the various stages involved in the processes of communication, ergonomics, and service audits were identified. Specifically, the communication audit stages were examined through the lens of organizational communication using the Organizational Communication Profile (PKK) model, which focuses on understanding how organizational communication impacts work effectiveness. The researchers conducted interviews with employees of RSUP, including Dr. Rival Abdullah Palembang, to gather their perspectives. Additionally, interviews were also

conducted with patients at RSUP Dr. Rivai Abdullah Palembang to collect data pertaining to the services provided by the hospital staff. The following section provides details regarding the respondents involved in this study:

Table 1
Respondent Staff of RSUP Dr. Rivai Abdullah Palembang

Hospital Staffs	Total
<i>Frontliners</i>	5
Health workers	6
Kesling and K3 RS	1
TOTAL	12

Source: Data processed by researchers in 2023

The participants in this study comprised of several individuals involved in different roles at Dr. Rivai Abdullah Palembang. The respondents included frontliners identified by the initials MF, FC, H, and HK, who were employees of the hospital, and an outsourcing worker named RO, who served as a security guard responsible for conducting screening procedures. The researchers conducted interviews with the employees to gather insights on both communication and ergonomics. However, regarding the security guards, the focus of the interviews was solely on ergonomics. This distinction was made because the security guards were outsourced staff, and the communication audit indicators used were not applicable to their role.

Furthermore, health workers represented by individuals with the initials RH, MAAR, AN, RT, DM, and SRJ, who were assigned to various units within the hospital, were interviewed to explore their perspectives on communication and ergonomics. Additionally, to gather specific information on the implementation of ergonomics, particularly the 5R concept, the researchers conducted interviews with a single respondent from the Kesling and K3RS departments, denoted as IN.

Table 2
Patient Respondents / Patient Families of RSUP Dr. Rivai Abdullah Palembang

Respondent Name	Information
FF	Patient
DTSS	Patient
MA	Patient's Family
M N	Patient
KS	Patient
SD	Patient's Family
K	Patient
TOTAL	7

Source: Data processed by researchers in 2023

The researchers conducted interviews with employees at RSUP Dr. Rivai Abdullah Palembang to gather valuable data on the implementation of communication and ergonomics in their service provision. These interviews aimed to obtain insights into the practical application of communication and ergonomics within the hospital setting. Ergonomics, as defined by Yasserli et al. (2020), is a scientific discipline that explores the interaction between humans and various components of a system to achieve optimal overall design. On the other hand, the purpose of conducting a communication audit, as highlighted by Mohammed and Bungin (2022), is to evaluate the effectiveness of both internal and external communication within an organization by examining the communication system in use. Services, as described by Indrasari (2019), are activities intended to deliver customer satisfaction by fulfilling their needs and desires through the provision of services.

Communications Audit focuses on communication models of organizational communication profiles

The findings of the communication audit, which focused on the organizational communication profile model, revealed that three variables were not fully optimized: organizational satisfaction, media quality, and information dissemination. These variables directly impact the quality of services provided, as they relate to indicators of patient satisfaction such as tangible aspects, reliability, and assurance. Unfortunately, these aspects were not met optimally. The facilities provided also fell short of being optimal, as there was a malfunctioning service poly that was still heating up, and patients felt that the speed of service was inadequate, particularly in terms of the waiting time for doctors. Furthermore, the information related to services provided sometimes did not align appropriately.

To assess the effectiveness of employee communication in service delivery, the researchers employed the organizational communication profile model as an approach to the communication audit. The model consists of eight indicators that provide insights into organizational satisfaction, including factors such as work environment, supervision, salary and benefits, facilities, and promotion opportunities for employees and colleagues. Through interviews, one of the frontliners expressed their views on organizational satisfaction, which are outlined as follows:

"For good communication training when providing services, but it's been a long time. For colleagues who are good and can be invited to work together, but the income provided is not proportional to the workload because patients are busy and lonely, there is no reward." (Result of interview with MF on 21 February 2023)

The interviews conducted in the aforementioned study serve as a means of communication to enhance mutual coordination among employees. Communication plays a vital role as it facilitates the exchange of information between communicators and recipients. It also serves as a tool for conflict resolution, addressing misunderstandings that may arise within the organization. Additionally, open communication fosters job satisfaction by making employees feel valued and appreciated. Furthermore, continuous communication contributes to a comfortable work environment, leading to increased productivity. It also fuels motivation, igniting employees' passion for their work (Hartini et al., 2021).

One prominent theory in the field of communication is Karl Weick's theory of organization, which serves as a fundamental framework for understanding how humans organize themselves (Mukarom, 2020). The communication climate within an organization is closely tied to employee experiences and perceptions, including factors such as mutual trust, participation in decision-making, provision of support, openness in downward communication, willingness to listen to subordinates, and a focus on achieving high performance. The following excerpt reflects a statement from one of the frontliners, providing valuable insights into the communication climate within the organization.

"Leaders accommodate opinions and colleagues have mutual trust. The existing communication is also open." (Result of interview with MF on 21 February 2023)

Organizational communication entails the reciprocal process of transmitting information and ideas among individuals within the organizational setting to achieve predefined objectives (Wursanto in Karnati, 2019). Therefore, it is crucial for all individuals connected to the organization to comprehend the significance of communication. Ongoing communication fosters a comfortable work environment, leading to increased productivity and heightened motivation to perform tasks with greater enthusiasm. Determining the quality of media, as perceived by employees, involves various components such as readability, relevance, efficiency, and dependability. Effective and efficient media tools are essential in the service process as they significantly impact the accuracy of the services provided. The following excerpt presents a statement from one of the frontliners, providing valuable insights into the topic at hand.

"The computer is slow, when it is turned on in the morning it takes a long time to live. The network also sometimes has problems." (Result of interview with MF on 21 February 2023)

The effectiveness of communication and the appropriate selection of communication channels also have an impact on the budget considerations of Dr. Rivai Abdullah Palembang. By implementing a streamlined communication process using simple channels, the hospital can avoid unnecessary expenses associated with

utilizing costly communication channels. The message represents a crucial element in the communication process, serving as the intended content that the communicator aims to convey to the recipient. In the realm of communication, messages take on two forms: verbal and non-verbal, each reflecting the emotions, values, ideas, and intentions of the communicator (Karyaningsih, 2018).

Upon receiving the message from the communicator, the recipient provides feedback. Positive feedback generates a favorable response, indicating successful communication, while negative feedback elicits an unfavorable reaction, potentially deterring further communication (Purba, 2021). In assessing the adequacy, deficiencies, excesses, and oversights of information at RSUP Dr. Rivai Abdullah Palembang, insights from interviews play a significant role in determining the informational content. The following excerpt presents a statement from a frontliner, shedding light on this aspect.

"Enough. Information that was not coordinated before being confirmed can be clear." (Result of interview with MF on 21 February 2023)

The clarity of information provided is subject to individual perspectives. Hardjana (2000) identified eight variables in conducting a communication audit using the Organizational Communication Profile (PKK) model. These variables encompass the elements that contribute to organizational satisfaction, which includes employee contentment in areas such as their work, supervision, salary and benefits, as well as facilities and opportunities for promotion. RSUP Dr. Rivai Abdullah Palembang has taken steps to foster a communication climate that promotes employee engagement and facilitates the attainment of high-performance levels.

The media quality at RSUP Dr. Rivai Abdullah Palembang is assessed based on the ease of accessing information and the perceptions of employees regarding various sources of information. These sources include direct superiors, higher-level superiors, groups or teams, documents, and informal conversations. The hospital recognizes the importance of ensuring that the media channels used enable efficient and effective information dissemination to support effective communication within the organization.

Ergonomics

This study conducted at RSUP Dr. Rivai Abdullah Palembang focuses on the application of ergonomics and its significance in hospital services. Additionally, the study involves analyzing the communication practices through a communication audit to develop improved communication concepts for the future. Ergonomics is implemented based on an understanding of awareness, limitations, abilities, and human capabilities, aiming to establish a safe work environment that maintains continuity across all aspects, including the work environment, tasks, and workers (Hutabarat, 2017).

Regarding the implementation of ergonomics at RSUP Dr. Rivai Abdullah Palembang, interviews were conducted with employee respondents who mentioned the 5S concept introduced by Takashi Osada, which stands for Seiri (sort), Seiton (set in order), Seiso (shine), Seiketsu (standardize), and Shitsuke (sustain) (Hernita et al., 2020). The 5S concept emphasizes optimizing workplaces, including equipment, space, and work systems, to enhance discipline among workers.

The Seiri aspect involves organizing and sorting items, removing or relocating unnecessary ones. Here is an excerpt from a statement provided by one of the frontliners:

"It's been separated. Usually it is self-awareness that separates itself." (Result of interview with MF on 21 February 2023)

Seiri, also known as concise, refers to the process of organizing everything by sorting and differentiating them based on their necessity (Osadatrans. Mariani Gandamihardja, 2018). This principle emphasizes that all items present in the work environment should truly serve a purpose, promoting a concise approach among workers. By eliminating unnecessary items, the goal is to establish a comfortable work environment that maximizes productivity. AN, a health worker, also expressed a relevant opinion on this matter. The following quote highlights his viewpoint:

"Those that are not useful have been transferred to warehouses and state-owned goods have also been returned to the unit concerned." (Result of interview with AN on 22 February 2023)

The 5S concept is an ergonomic approach that can be adopted to establish a work environment that is both safe and comfortable. By implementing the 5S concept, organizations ensure that all elements are in optimal condition and meticulous attention is given to every detail, leading to enhanced efficiency in

performing tasks (Osadatrans. Mariani Gandamihardja, 2018). Seiton, one of the principles of the 5S concept, emphasizes the importance of organizing goods in a proper layout, facilitating easy retrieval of items when they are needed. A frontliner shared their perspective on this principle, as shown in the following quote:

"There is a storage area so that the patient's files are neatly arranged in storage. The arrangement is also based on a code that is known together so all employees here already understand when storing and searching." (Result of interview with MF on 21 February 2023)

The principle of "Seiton" or neatness in the 5S concept refers to the practice of organizing goods in a proper layout to facilitate easy retrieval when they are needed (Osadatrans. Mariani Gandamihardja, 2018). This concept involves grouping items and providing clear labels or names to ensure the clarity of their locations. The purpose of organizing items in this manner is to prevent the loss or scattering of goods, which could potentially cause delays or hinder workflow. Additionally, the "clean" aspect of the 5S concept entails maintaining cleanliness by regularly cleaning equipment and the work environment, thereby ensuring they remain free from dust and dirt. A statement from a frontliner further reflects their perspective on this principle.

"Clean. Because there is already a cleaning service here, it helps in cleaning the equipment and you also clean up if something is dirty." (Result of interview with MF on 21 February 2023)

Seiketsu (Rawat) means maintaining a tidied and cleaned environment so that it remains clean, tidy and concise. The following is a statement excerpt from the frontliner as follows:

"For maintenance it is still limited to each other's awareness because there is no party on duty to check regularly." (Result of interview with MF on 21 February 2023)

The principle of "Seiso" or cleaning in the 5S concept involves the regular cleaning of equipment and the work environment to ensure they are clean and free from dust and dirt (Osadatrans. Mariani Gandamihardja, 2018). By implementing this concept, the practice of cleaning dirty equipment and dusty surroundings becomes routine, enabling work to be carried out comfortably without any disruptions that may hinder the workflow.

"Seiketsu" or Maintenance is an activity focused on sustaining a tidy, clean, and concise environment (Hernita et al., 2020). This concept is applied to maintain a comfortable environment by preventing it from becoming dirty or damaged. Such maintenance is essential to ensure smooth workflow without the need for repetitive tasks.

Lastly, "Shitsuke" or diligence refers to the ability to perform tasks correctly (Osada Terj. Mariani Gandamihardja, 2018). This concept begins with self-application and extends to encouraging others to diligently uphold a safe and comfortable work environment. It emphasizes the importance of discipline in adhering to the applied rules and developing a professional work ethic.

Services of Dr. Rivai Abdullah Palembang Regional General Hospital

RSUP Dr. Rivai Abdullah Palembang engages in activities aimed at meeting the needs and desires of customers (Indrasari, 2019). The hospital places emphasis on providing service facilities that prioritize patient satisfaction. In this study, researchers conducted interviews using the SERVQUAL (Service Quality) method with patients and their families, focusing on five dimensions of service quality. These dimensions include tangible aspects, such as the attractiveness of facilities and equipment, as well as the appearance of employees. The quality of services provided is evaluated through communication interactions that can be perceived by the five human senses (communication activity). For instance, efforts are made to enhance building facilities, improve cleanliness, and ensure efficiency in service delivery.

"The toilet is far away, so it's difficult to access, especially for patients like me who sit in a wheelchair, so it's a hassle for people to ask for help when they want to go to the toilet. The room is also a little hot, not too cold." (Result of interview with FF on 22 February 2023)

Researcher interviews with MA and MB, who are families of pediatric polyclinic patients, provide the following statements:

"Incidentally bringing a car so it's close but if you bring a motorbike it feels far from the parking lot so you walk and get tired." (Result of interview with SD on 22 February 2023)

Furthermore (2) Reliability relates to the ability of effective and timely services. Service is the key to success related to the ability to provide services, effectively and on time. The following is an excerpt of a statement from a patient in Medical and Orthopedic Rehabilitation as follows:

"Good. The services provided by the physiotherapist are quite fast and the information is also clear, but sometimes the doctor doesn't come yet so it takes a long time to wait in the waiting room." (Result of interview with FF on 22 February 2023)

Service plays a crucial role in the success of various companies as it determines their market share and customer base. According to Ervianingsih et al. (2020), the quality of health services is essential in meeting patient satisfaction and evaluating healthcare. Service quality is influenced by two factors: the expected service and the perceived service.

Responsiveness, the third dimension, involves promptly and accurately providing clear information to customers. It is crucial to avoid making customers wait and having negative perceptions. Tjiptono (2012) asserts that the willingness and ability of customer service providers to promptly respond to requests, assist customers, and provide clear and quick information are vital in service quality. Based on interviews conducted with patients in medical and orthopedic rehabilitation, one patient stated, "The staff is attentive and provides immediate assistance when I have questions" (Interview with FF on February 22, 2023).

Assurance, on the other hand, involves providing customers with a sense of certainty about the services offered. This is achieved through effective communication, broadening knowledge, and maintaining a polite attitude at RSUP Dr. Rivai Abdullah Palembang. The behavior of employees, such as being polite and knowledgeable, instills trust and confidence in customers. Tjiptono (2012) emphasizes that employee knowledge and courtesy are essential in building customer trust. The components of knowledge, courtesy, and skills exhibited by employees include communication, reliability, security, competence, and courtesy.

Each service requires clarity, speed, accuracy, and convenience to ensure the quality of the provided services. Employees prioritize understanding and absorbing the various rules and working mechanisms within the organization, contributing to a positive customer response. A patient in medical and orthopedic rehabilitation expressed, "The physiotherapist is polite and friendly, which makes me feel comfortable during the treatment" (Interview with FF on February 22, 2023).

In every activity and service provided by RSUP Dr. Rivai Abdullah Palembang, it is essential to foster understanding and unity in serving the best interests of all parties involved. Services take center stage when it comes to healthcare services. Empathy, as highlighted in Ismanto's research (2014), plays a crucial role in service delivery, encompassing attention, sincerity, sympathy, understanding, and involvement for all stakeholders. Each party may have a different perception of service development in their activities, but providing personalized attention and demonstrating empathy towards patients are vital aspects. During an interview with FF, a patient in Medical and Orthopedic Rehabilitation, they expressed, "Before performing any procedure, they ask for permission and attentively listen to my complaints about the affected area" (Interview with FF on February 22, 2023).

A similar sentiment was echoed by a patient at the obstetric polyclinic regarding their experience with the services provided at RSUP Dr. Rival Abdullah Palembang. Quoting the patient's statement, "The doctor provided advice based on my concerns. Those suggestions made me feel well-cared for" (Interview with DTSS on February 22, 2023). Empathy holds a significant role within a work organization, as it enables the provision of quality services aligned with job performance. Its core lies in the ability to wholeheartedly understand the individuals being served, demonstrating attention, sincerity, sympathy, understanding, and involvement in addressing the various challenges faced by the recipients of the service.

CONCLUSIONS AND SUGGESTIONS

After conducting data analysis, the researchers have drawn the following conclusions. Firstly, the communication audit focused on the organizational communication profile model revealed three variables that are not optimal: organizational satisfaction, media quality, and information dissemination. These variables have a significant impact on the quality of services provided, as they affect patient satisfaction indicators such as tangibility, reliability, and assurance, which are not being fulfilled optimally. Secondly, the implementation of the "neat" concept has not been fully optimized due to inadequate storage facilities and inefficient arrangement of resources, thereby influencing satisfaction indicators related to tangibility and reliability. Furthermore, the concept of care and diligence has not been effectively executed, primarily due to a lack of employees with a K3 educational background.

In light of these findings, several suggestions are proposed for consideration in RSUP Dr. Rivai Abdullah Palembang. Firstly, attention should be given to organizational satisfaction, including aspects such as income and facilities. Secondly, priority can be given to implementing the 5S concept by establishing standards and regulations, as well as introducing new innovations like competitions to foster employee enthusiasm in adopting the 5R concept. These suggestions aim to address the identified shortcomings and improve the overall service quality at the hospital.

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