

The Importance of Counselor Communication Management in Trauma Recovery for Child Victims of Sexual Violence

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Abstract

Children who are vulnerable to experiencing sexual violence have limited knowledge and experience, so it is challenging to understand acts of violence that occur to them and how to respond to them. This condition makes it increasingly difficult for them to open up and express the traumatic event. The conditions like this will complicate trauma recovery efforts by counselors. This study aims to reveal counselor communication management that examines, among other things, manpower planning management, case management, and the importance of communication management in the trauma recovery process of child victims of sexual violence. A two-year longitudinal qualitative case study was conducted to find reasons and reveal the importance of communication management for counselors in the recovery of trauma from child victims of sexual violence using data through in-depth interviews, observation, and documentation studies from 14 informants at the Center for the Protection of Women and Children. The study results show that counselor communication management is vital to ensure that the process of handling child victims of sexual violence runs properly. This communication management is expected to be a way for the counselor to carry out his duties properly where he can manage himself, manage communication with child victims of sexual violence and manage communication with related parties, both internal and external.

Keywords: child victims of sexual violence, communication management, counselors, trauma recovery

1. Introduction

Sexual violence against children will impact health problems and prolonged trauma. "Childhood trauma has strong effects and leaves multiple fingerprints on the mind and body, usually for a lifetime," emphasized Monica N. Starkman, MD, in the *Psychological World* journal, on March 30, 2017 (Starkman, 2017). Childhood trauma has a strong effect and leaves a mark that cannot be erased in body and soul; usually, this is forever (Hamstra & Michael, 2022). Rehabilitation for victims of sexual crimes needs to be implemented for life.

Traumatic events do not only have physical consequences, such as disorders of the reproductive organs (infection, damage to the hymen, and bleeding due to tearing of the vaginal or rectal wall) and injuries to parts of the body due to resistance or physical abuse (Greenson et al., 2011). From a psychological point of view, victims usually feel very angry, irritated, guilty, ashamed, and humiliated. These emotional disturbances usually cause sleeping difficulty (insomnia), loss of appetite, depression, stress, and fear (Davidson et al., 2006).

Children who experience sexual violence in the short term will experience nightmares, excessive fear of other people, and decreased concentration, which can impact health (Bogorad, 1998). The children will feel guilty, have bad memories, insomnia, and fear of things related to the violent events, such as smells, faces, or certain places. They tend to close themselves off and not easily communicate or interact with others. It is not impossible for the victims to feel suicidal to escape their problems (Rhodes et al., 2013).

In the long term, when children grow up and become adults, they experience excessive fear (phobia) of sexual relations (Pan et al., 2020). Alternatively, they will even follow what he experienced as a child. The victims of sexual violence will experience some personality problems, such as sexual dysfunction, chronic pain, addiction, self-harm, depression, and suicidal ideation. As an adult, it is feared that they will experience dissociative identity disorder (a tendency to repeat acts

of violence) and Bulimia Nervosa, which is an eating disorder or disorder with certain characteristics that can be seen from the habit of overeating and followed by frantic efforts to avoid gaining weight. The main characteristic of Bulimia Nervosa is eating large amounts of food and feeling out of control. It is followed by a behavior aimed at eliminating the calories consumed, even by regurgitating the food (Davidson et al., 2006).

Sometimes, the victims feel that their life has ended with the incident of sexual violence they experienced (Herman, 1992). In this condition, the victim's feelings are very unstable, and they feel protracted sadness. They will feel that the fate they are experiencing is very bad. In addition, there is a possibility that they blame themselves for the rape they experienced. In cases like this, the disturbances that may occur or be experienced by the victims will be even more complex (Bui et al., 2014).

This condition will manifest in a wide range of emotions and behaviors. The victims can react openly to their experience or control their response, acting calmly. However, they will experience general or specific fears such as fear of death, anger, guilt, depression, fear of other people, anxiety, humiliation, shame, or self-blame. They can feel this together at different times and intensities (Smith et al., 2017). The severity of the trauma burdens the sexual violence child victims. The counselor has to seek recovery from this trauma. However, it needs to be realized by all parties. This trauma recovery process is certainly not easy; it is a complex process involving various individual roles.

The research question posed in this study is why counselor communication management is important in handling victims, namely children who become victims of sexual violence. To answer this question, this chapter will elaborate on three sub-chapters that raise the issues at the Center for the Protection of Women and Children in Bandung, including manpower planning management, management of cases for handling child victims of sexual violence, and in the final part of this chapter will discuss the importance of counselor communication management in handling child victims of sexual violence.

2. Literature Review

Communication is an ongoing process, especially in a relationship, and the aforementioned components will determine the quality of the communication developed (Aznan et al., 2022). Communication management is important in grounding communication knowledge at the real-world level (Kuswarno, 2009). Communication management was born due to the demand to bridge communication theorists and practitioners. Theorists need to work on applying their knowledge. In contrast, communication practitioners experience limitations in theoretical references or communication science.

Understanding Communication Management, according to Kaye, is how people manage the communication process concerning other people in the setting or context of communication. They are managing their communication and actions in a large relationship – some personal, some professional (Kaye, 1994). Communication management is synonymous with social interaction. There are times when we must be able to position ourselves appropriately in certain situations, and we must also be able to face and cooperate with other people without interfering with personal matters. This is part of the reason for the need for a professional attitude in each of you. Communication management is within and among a social system. Communication management includes receiving, processing, storing, and delivering information in social sub-systems, including individuals, groups, organizations, masses, and society.

According to Kaye, the researcher uses a perspective that frames communication management to determine which parts are relevant to the phenomenon regarding counselors in handling child victims of sexual violence to be viewed rationally. The four perspectives include the social influence perspective, the relationship perspective, the competence perspective and the perspective of meaning (Kaye, 1994). This research will comprehensively examine the importance of conducting communication management when counselors are assigned to assist child victims of sexual violence. Kaye revealed that four stages of communication management are needed to communicate effectively, in this case counselors can communicate effectively with child victims of sexual violence (Kaye, 1994).

3. Method

A longitudinal case study was used in this study to examine counselors' experiences in managing their communication with child victims of sexual violence. The research was carried out intensively over three years. The researchers came to the location where the counselors worked. The researchers conducted observations and interviews with selected counselors to obtain the data. The case study research method was chosen because the researcher aimed to reveal in detail the object being studied (Muñoz-Miquel, 2019). The data in this study were analyzed using Braun & Clarke's thematic analysis (Braun & Clarke, 2006). The challenge in this research was how the researchers formulated questions that met the ethical principles considering the theme of sexual violence is a sensitive topic to discuss. Another challenge was obtaining in-depth answers related to the communication process between the assistants and the victims who were children (Greeson et al., 2011).

According to Smith, a case is a bounded system (Denzin & Lincoln, 2009). The system that was limited in this study is the system that occurred within the Center for the Protection of Women and Children in Bandung, which was limited to

the communication competence of counselors in handling cases of child victims of sexual violence in that institution. Social research, especially research on humanitarian services, as the researcher did, had operational parts, was purposeful and had a soul because case study research is carried out in-depth and comprehensively on the cases studied.

Case study research uses various data sources to reveal the facts behind the cases under study (Yin, 2013). Concerning multiple data sources, the researcher collected data from 14 informants consisting of counselors, managers of child protection agencies, legal experts, police, and social activists in the field of social welfare. The counselors in this study were from several fields, including psychology, religion, social work and also experts in the law. It was intended to fulfill the characteristics of multi-source case studies. The researcher got the basic case study data, namely by organizing and coordinating all the data that had been collected. Case studies, as qualitative research, usually take a relatively long time, and the data obtained is also large, so organizational data is needed (Yin, 2013). The researcher conducted this research for a relatively long time, for around more than 3 (three) years from 2020 to 2023, so that complete and abundant data were obtained as a basis for research.

Furthermore, the researcher selected research informants from the Center for the Protection of Women and Children in Bandung according to the data and information needed by the researcher. As the research process progresses, informants develop and increase. For more details, the research informants can be seen in the following informant data table:

Table 1. Informant Data

No.	Name	Occupation	Information
1.	VO	Psychology Counselor	Informant 3
2.	LN	Psychology Counselor	Informant 7
3.	RFM	Psychology Counselor	Informant 8
4.	DRW	Psychology Counselor	Informant 10
5.	NR	Religious Counselor	Informant 2
6.	DY	Religious Affairs Counselor	Informant 6
7.	FK	Law Counselor	Informant 4
8.	DRN	General Counselor for Social Work	Informant 5
9.	NFM	General Counselor for Social Work	Informant 9
10.	TS	Advocate/Lawyer	Informant 11
11.	MR	Head of the Technical Implementation Unit of the Integrated Service Center for the Protection and Empowerment of Women and Children (Women and Children Protection Center) Bandung City	Informant 1
12.	MG	Head of Administrative Sub-Division of the Technical Implementation Unit of the Integrated Service Center for the Protection and Empowerment of Women and Children in Bandung	Informant 12
13.	TTS	Police Officer for Women and Children Protection	Informant 13
14.	SAK	Social Activist (Academics in Social Welfare)	Informant 14

Source: The researcher, 2022

4. Results and Discussion

4.1 Management of Manpower Planning at the Center for the Protection of Women and Children in Bandung

Child victims of sexual violence experience at least one or even all of the effects of trauma, including betrayal, traumatic sexualization, powerlessness, and stigmatization (Tower, 2002). Betrayal is common for children to trust their parents or those closest to them, but in some cases, the child's trust and parental authority threaten the child. This condition happens when the perpetrator is a parent or someone close to them. Then, this betrayal haunts the children so they can no longer

trust anyone (Tower, 2002).

Traumatic sexualization occurs when a person experiences sexual violence in childhood. In the future, they tend to refuse sexual relations; consequently, they often become victims of domestic sexual violence. Finkelhor (Tower, 2002) noted that victims prefer same-sex partners because they perceive men as untrustworthy or vice versa. Powerlessness or feeling powerless, as a result of this effect, the victim's life is filled with fear, nightmares, phobias and anxiety. The victims feel helpless, resulting in weak individuals (Tower, 2002).

Stigmatization, the feelings of the sexual violence victims who feel guilty, ashamed, and have a bad self-image (Kors et al., 2022). Some victims are angry at their bodies due to the abuse they experienced. Other victims use drugs and alcohol to punish their bodies, numb their senses or try to avoid the memory of the incident. With various issues after this traumatic event, the sexual violence victims certainly have serious problems that need to be handled by professional counselors.

The Center for the Protection of Women and Children in Bandung seeks to complete professional human resource tools that are experts in their respective fields, one of which is a psychological counselor who has an important role in efforts to treat child victims of sexual violence. They have qualifications following the institution's needs, as described by informant 1 below.

"The clinical psychologist counselor here is also an expert who is indeed an expert in the field of violence against women and children. The one who is in charge here is someone who is considered a trusted source of knowledge in the field of clinical psychology, especially on the issue of violence against women and children. He has a license to practice as a psychologist. He has special techniques and expertise obtained from training and experience to carry out psychological examinations, test analysis psychology, planning therapy, and providing therapy to victims of violence against women and children. (Interview with informant 1, January 27, 2023).

The concept of the helping profession underlies the role and function of counselors in society, where counselors are specially trained, have a license or certificate for a unique service, and are needed by the community as professional providers (Macfadden, 1999). Counselors are expected to be able to help with the problems that exist in society. So that it can help the community to develop the potential of independent communities (Setiawati, 2016). Reflecting on this, professional counselors are needed in community settings.

Protection institutions such as the Center for the Protection of Women and Children in Bandung, which provides direct services to the community, receive cases where children are the victims or perpetrators of sexual violence. To help and assist the victims in being released from trauma, this institution provides counseling services that provide various therapies for recovering from childhood trauma. Therefore, psychological counselors are needed who have an educational background and experience that will help clients to be prosperous in the sense that they can recover and be independent in carrying out their post-traumatic life.

"Psychological counselors must be professionals who assist victims of violence experiencing psychological difficulties or problems that they cannot overcome. So, the victims of violence can gain concepts and self-confidence concerning the problems they face and improve the behavior that will come. So ideally, these counselors are professional psychologists who have been specially prepared and trained to handle cases of violence against women and children. That is why we recruit those with such qualifications based on their educational background, right? It should be clinical psychology, which is more desirable, with a master's degree or at least has taken professional education. (Interview with informant 1, January 27, 2023).

It was also emphasized by informant one that the ideal situation for an institution is where the psychological counselor on duty must be an expert in psychology who is recognized academically and has experience dealing with situations where children are the victims of sexual violence.

"So ideally those who work here should be a psychologist who can be considered a trusted source of knowledge in clinical psychology, especially the issue of violence against women and children. He has to have a license to practice as a psychologist, has special techniques and expertise obtained from training and experience to carry out psychological examination, analysis of psychological tests, planning therapy and conducting therapy for victims of violence against women and children. He also has to have the competence and qualifications to become a fact witnesses in legal proceedings. Usually, if the process continues to the legal process, then we have to accompany the child, right? Then the psychological counselor must meet the criteria as an expert witness in a trial." (Interview with informant 1, January 27, 2023).

Of course, the above qualifications are not merely pinned as a prerequisite for recruitment but contain the implied meaning that handling cases of violence against children requires human resources who are physically and mentally ready. With a background in psychology, it is hoped that counselors will have the provision of knowledge and experience in handling

child victims of sexual violence.

Legal counselors are also assigned in addition to psychological counselors at the Center for the Protection of Women and Children in Bandung. This condition happened since the handling of this case cannot be separated from the legal process. Most of the cases that came to this institution were referrals from the police. It is almost certain that sexual violence is an event of a violation of the law, so it is very likely to proceed to court proceedings. So the institution must complete its tools with human resources, legal background, and qualified advocates.

"Well yes, there is an Advocate here too, yes he is a person whose profession is providing legal services, both inside and outside the court. Yes, those who meet the requirements under the Advocate Act, yes, have knowledge in the field of law, especially in cases of violence against women and children, both what the law is called, material and procedural law, right?" (Interview with informant 1, January 27, 2023).

Apart from legal experts, the Center for the Protection of Women and Children in Bandung also recruited experts who served as religious counselors. Religious counseling is a process of assisting individuals or groups using a religious approach so that individuals can overcome their problems and change their behavior which was originally negative for the better (Mubarok, 2000). In religious counseling, a dialogue tries to touch the client's heart to create feelings of gratitude, love, guilt, or self-blame that are expressed sincerely, honestly, and openly.

"Why are we needed here (religious counselors), of course because the trauma recovery process must be carried out without losing identity as religious people, yes, you must have strong faith and believe that there is an Almighty who rules all this. We must restore the client's belief that there is a God who will not allow his people to fall into ruin, as long as we remember, we have faith. So yes, religious counselors remind clients more." (Interview with informant 2, 25 March 2019)

However, it is not enough for religious counselors to have only a religious and educational background. They also need to enrich themselves with psychology. That was one of the reasons informant 2 chose to continue his studies at the Master's level in psychology.

"I feel like I'm missing something, I'm very interested in the trauma recovery process like now, but I'm lacking weapons like that hahaha, so I decided to deepen the world of psychology, so that my knowledge is more complete, more optimal in helping clients". (Interview with informant 2, 25 March 2019).

Apart from that, this institution also has the duty of general counselors, most of whom have a background in social welfare education. They are also called social workers. Their duties at the Women and Children Protection Center are as general counselor who becomes a companion where they carry out the task of assisting clients of violence against women and children following Law Number 11 of 2012 concerning the Juvenile Criminal Justice System and Law Number 23 of 2004 concerning Elimination of Domestic Violence. So, of course, what is needed is a social worker with an appropriate educational background.

"Tried it at the time, but at that time I thought about working with the same direction as I was at school, right? When I was in Vocational School, majoring in Social Welfare, when I was also majoring in Social Welfare I wanted to be in that direction but I didn't want to work here because at that time I didn't know about P2TP2A. Suddenly, from the lecturer at that time, it was recommended that you try P2TP2A as a counselor and just try it here." (Interview with informant 9, September 13, 2020)

The dominant role of social workers in dealing with the problems of child victims of violence is as an enabler (Peters, 2018). The role is intended to help clients access resource systems, identify problems, and increase their self-capacity to solve problems. With the role of social workers, the child victims can return to functioning socially. Due to the important role of social workers in handling the problem of sexual violence against children, efforts must be made to increase the role of social workers (Kurniawan et al., 2019).

"Basically, you have to have adequate knowledge of legal regulations related to the rights of women and children, you also have to have the necessary communication skills, right? In the sense of how to communicate, the police are interrogative, it's different from our communication style here. That alone may be the basic ability that must be possessed. (Interview with informant 8, April 8, 2020).

Overall, community service institutions such as the Center for the Protection of Women and Children in Bandung needed tools consisting of professional human resources in psychology, religion, law, and social work. They have an educational background following their field of work. However, since more cases required psychological treatment coupled with the condition of counselors vulnerable to the effects of trauma, a psychological basis is needed for all counselors.

"Yes, I said that the people should at least have basic knowledge of psychology, if not, from a degree in social welfare, I will convey it to BPKPP, I told my friends, try to take a look first, if you want to place someone, I

said that. Yes, how can I maximize it if the HR itself is not right on target, if for other places maybe I can do it even though I am an engineering person but finance is okay, let me do it, but here, I give up because it has to do with feelings, especially when it comes to the victims whom most of them are children and I have children, so they got traumatized.” (Interview with informant 12, 4 July 2020).

However, the authority to manage human resources at the Center for the Protection of Women and Children in Bandung City is not entirely in the management of the head of the institution but through analysis and evaluation of the government agency that oversees it, namely the Office for the Protection and Empowerment of Women and Children in Bandung City.

“So we are under the Bandung City DP3A, right, now in preparing the need for experts and the need for service personnel, counselors, administrative staff, usually the office (The Office of Empowerment, Child Protection and Population Control) they make a standard calculation of the need for the number of ideal experts and service staff based on job analysis, workload analysis and analysis of the needs of experts and service personnel. Yes, of course it's based on the needs that we submit, so later they will analyze it, then it will also be evaluated, what is the ideal amount, who is needed, so if the budget is sufficient, it is usually fulfilled, but if not, we will just optimize the existing human resources” . (Interview with informant 1, January 27, 2023).

Referring to Miner, manpower planning is a process that seeks to ensure the right number and type of employees available at the right place at the right time so that the organization can continue to achieve its goals (Miner & Miner, 1973). It is important to start from identifying, evaluating, and planning to fulfill the needs of certain human resources who will work in the company according to predetermined standard requirements. In essence, the function of preparing this manpower planning is to get skilled and competent workers to fill the positions needed by the company. Manpower planning also includes several important processes, such as planning, calculating, and measuring the total number of workers needed for the future. This step is also important to create the ideal number of workers so that there will be a sufficient number of workers in the future. This step is also important to create the ideal number of workers, so that there will not be a shortage or even an excess of workers in the future.

The Center for the Protection of Women and Children in the City of Bandung, under the authority of the DP3A of the City of Bandung compiles a draft of human resource needs every fiscal year, which will later be used as one of the considerations in recruitment. The recruitment process is carried out in various ways, including promotions or internal shifts (mutation), open recruitment using print advertising media and the official website, or references to employees or counselors who have served at the institution. According to the researchers' observations, some counselors were also recruited after they completed their internship assignments at the universities where they completed their studies.

4.2 Case Management for Child Victims of Sexual Violence

Case management is a method in counseling that aims to provide services to clients who need help. Counselor services need to be managed quickly, well, and precisely. So a case manager must learn to consider the client's problems and needs based on the assessment results made by the assessor. Clients who come to the Center for the Protection of Women and Children bring various problems, so case management needs to perform its functions to maximize the help that will be provided.

“Here, starting from the initial assessment, the general counselor will accept it, ma'am. If the problem can be solved by the general counselor, it will be resolved by the general counselor, but if for example it has entered the realm of law or psychology, we will refer to legal counselors and psychological counselors. So we'll analyze it together first and then we'll see if there's a psychological disorder or if there's a legal problem, we'll refer it to a legal counselor, ma'am. The main thing is that it is adjusted to the field, but we as general counselors accompany it to find out the progress of the case ”. (Interview with informant 5, 25 June 2020).

Referring to Barker; case management is a procedure to coordinate all the helping activities on be help of client or group of clients. Activities in case management are activities that have procedures to coordinate all assistance activities provided to clients individually or in groups (Barker, 1999). So it can be explained that coordination is an important thing that must be understood by all counselors at the Center for the Protection of Women and Children in the City of Bandung. Counselors must understand their duties and functions as well as understand the duties and functions of other counselors.

“Surely the general counselor... so the general counselor is the one who receives the start and then he who explores first what the problem is then what the client needs, what the client wants to do, then tthe general counselor will adjust it oh if these things can be handled here . But if for example there are things that are not related here, for example there is a missing person related to a criminal case, then sort it out and schedule it directly with a psychologist or lawyer.” (Interview with informant 8, April 8, 2020).

In addition to understanding the duties and functions of each counselor, they must also understand the work procedures that apply according to the provisions stipulated through the Standard Operation Procedures (SOP) or at the Center for

the Protection of Women and Children, known as workflow.

"There is a path, like at the police station, to make a Driving License, so where you go first, then where you go later. Also here, if you come, you must be with the security guard first, then they have to fill in the guest book first so we can cross check because sometimes it got to be fussy, sometimes we forgot to check cell phone number, the guest book is there or sometimes we forgot what date they came and whom they came with. It makes the guest book is indeed an important step. After that, the security will definitely ask you where you are going, meet who you have made an appointment with or not, so from there, if you have already made an appointment with the counselor, you have already made an appointment, but if the one who came is really new, go straight to the general counselor." (Interview with informant 8, April 8, 2020).

The Center for the Protection of Women and Children workflow is fully understood and used as a guide for counselors in their duties. However, the community service institutions related to events with indications of crime are often inseparable from emergency matters, making counselors prioritize assistance or help first compared to workflow provisions, for example, in accepting clients. According to the nomenclature, the Center for the Protection of Women and Children in only receives complaints from the people of Bandung city. However, several clients from outside Bandung came to this institution to obtain services.

"We see the ID card first, because at that time we already accepted a client and the client told me at length and he knew he was a Bandung Regency person, right? Usually for Bandung Regency people, in the end we just served them but we didn't get to participate in the assistance, we only received consultations. So nowadays, when a client comes, we first look at their ID card, then they start asking what their complaints are." (Interview with informant 9, September 13, 2020)

The counselors, with their altruistic souls, sometimes have to refuse clients outside the institution's jurisdiction. It includes one of the ethical dilemmas in social work, namely a situation where a social worker must choose between two choices, each of which has unfavorable moral implications (Barker, 1999). Ethical dilemmas in social work often occur because social workers must make decisions that consider various factors, such as client rights, professional responsibilities, and ethical standards that apply in the field of social work. Counselors consider how to handle conflicts between the interests of their clients and the institutions in which they work. So counselors must maintain their integrity and professionalism while working with the institution to find the best solution for existing conflicts of interest.

From the description above, the counselor's coordination and understanding of his functions and duties are important to be applied in daily tasks. Considering that clients come with various problems, counselors also need to understand the characteristics of the clients based on how they decide to come to the Center for the Protection of Women and Children in Bandung. There are several possible paths for the clients to get counselor help, as expressed by the following informants.

"It's different, ma'am, because some people came alone, some were referred to by the police, so if they came alone, they got the information, whether it's from the internet, from their friends or whoever. For those who were referred from the police, they were usually the ones who reported first to the police, and then for the psychological examination they were directed here. But there were also those who were referred to here and then, in the middle they were uncooperative, sometimes they didn't come here anymore or came here for a long time. But it's true that there were those who came based on their own awareness and it's easy to handle because what they wanted was in line with our terms. For if those who were referred from the police, some of them were cooperative while some others were not. For those from the Polres, it's usually children's cases, right ma'am, and it depends on how the parents are." (Interview with informant 6, September 13, 2020).

The clients with referrals and those who came with their awareness that they need help, of course, also have different characteristics. The various complex matters accompanying service efforts to the community further prove the importance of case management in women's and children's protection institutions such as the Center for the Protection of Women and Children. One of their duties is to manage human resources, which still needs to be improved. Then, the case manager divided the tasks and picket schedules so that counselors could provide the best service to the community.

"There is a case management here, Mrs. FK, so we are following the direction of the head, then our new manager is being directed, for now we are divided into teams, ma'am. There are two teams here, odd team and even team, so our picket depends on the date being odd or even, now like today isn't it the 6th, it means the picket is an even team, unless for example there are a lot of clients then for example the even numbers themselves are still working with clients so automatically there is opportunities to come to new clients, we also handle both teams ". (Interview with informant 6, September 13, 2020).

"No, ma'am, they still come in every day. So we still go in from Monday to Friday except for Saturday, we have a picket every 2 weeks. Usually, for example, today it's an even number of team turns. If the team handles

even clients, we need to be careful, who knows, who knows, suddenly a client comes again and is feeling overwhelmed, like a few days ago, many of them came to be referred from the police station and all of them immediately moved, right? because there are so many. In the odd-even team, there is also a senior team too, ma'am. This has been since our WFH divided into teams but has continued until now.” (Interview with informant 6, September 13, 2020).

“Usually these 2 teams have psychologists and advocates. Still, the initial recipient was the psychologist, right, ma'am. If there is an indication that this is psychological, we refer to a psychologist. If there is an indication that we need to go to law, we will refer again to the law. The counselor still accompanies because the counselor's job from beginning to end must be accompanied. After all, we must know what the progress is like, ma'am. (Interview with informant 6, September 13, 2020).

From the description above, a case manager plays an important role in a community service institution such as the Center for the Protection of Women and Children in Bandung. Case management has various definitions from each professional or scientific discipline, including social aspects, psychiatry, psychology, etc. However, from these various definitions, they generally have the same goal: to refer to a process or method that can ensure that clients get the service or help they need effectively, efficiently, and coordinated. Rothman stated that case management is a service for clients in very different conditions in the service delivery system (Rothman, 1991).

Case management in institutions has the role of helping clients access and coordinate services to get comprehensive and continuous services. Besides that, case management is also tasked with assessing client needs, developing service plans, arranging suitable services for clients, monitoring service quality, and continuity of contact with that client. As an ongoing effort of the planned therapy process, case management also plays an important role in maintaining and maintaining client contact with the service center, reducing the frequency and length of client care, saving costs that must be incurred, and improving outcomes, especially social functioning and quality of life.

4.3 The Importance of Counselor Communication Management in Handling Child Victims of Sexual Violence

Report any other analyses performed, including subgroup analyses and adjusted analyses, indicating those that were pre-specified and those that were exploratory (though not necessarily in the level of detail of primary analyses). Consider putting the detailed results of these analyses on the supplemental online archive. Discuss the implications, if any, of the ancillary analyses for statistical error rates.

Some human systems or organizations have an impact on human activities themselves. How counselors communicate with others is influenced by the prevailing system with the impact that occurs either positively or otherwise. Effective communication of the change process can help organizations deal with the amplified issues of perceived uncertainty linked to organizational change (Farooq et al., 2022). When counselors carry out communication activities, it is seen by the communication management model as an effort to pay great attention to understanding and creating a culture of human or organizational systems. Each counselor's different character and the complexity of both internal and external relationships can create their uniqueness.

At the third level of the communication management model, researchers found that every counselor who interacted with other counselors or with the management of the Center for the Protection of Women and Children and related external institutions showed their best potential. The results of the interactions that occurred at the Center for the Protection of Women and Children are positive values that could enhance both the personal potential of the counselor and the performance of the Center for the Protection of Women and Children. Even when faced with limitations, the counselors were encouraged to view these limitations as something positive where they could develop creativity and make it a strength.

Researchers found several things related to obstacles and limitations in the management of the counselor's social system, including:

- 1) Consultation facilities that did not meet the standards to make children comfortable communicating with the counselors. The institution provided a playroom with some facilities that still needed improvement. Sometimes the counselors brought simple props, such as dolls, to be a tool for children. The institution also provided swings where the children were usually comfortable communicating. The counselor entered the children's world through casual conversation on the swing, making it easier for the children to be open to the counselor. The unavailability of a special room for the counselors to heal trauma or vent emotions for a moment is also a separate note. The counselors needed space when emotions were unstoppable. The increasing number of clients also required more private space so the counselors could freely provide counseling.
- 2) The amount of private space available for the counselors to carry out their duties did not necessarily reduce their professionalism. Trauma healing efforts were carried out by the Head of the Institution in various ways,

including initiating "Big Table Chats" every 3.00 after the counseling was over. At this table, the counselors were free to express their emotions by shouting, joking, laughing, and teasing each other to release stress. In addition, the habit of having lunch together is also a medium for exchanging information and transferring knowledge. The Head of the Institution also routinely invited counselors to get out of the complexity of their problems by taking a refreshing walk to unwind and indirectly strengthening team building. Precisely on informal occasions like this, the counselors got the opportunity to express various feelings so that they were lighter and ready to face clients again.

- 3) The counselors need supporting facilities so that their activities run conducive. CCTV is needed, so the counselors feel safe when the client is a child. The police need evidence and statements of children as victims, but this is difficult to fulfill, considering that this institution does not have CCTV yet. In addition, the counselors also really need visual aids and psycho-test tools to facilitate the counseling process and open communication with clients.
- 4) Working as a counselor in a unit with direct contact with crime sometimes made the counselors feel insecure. Several times the head of the institution and the counselors received threats from parties who did not want the process to run smoothly. The intimidation and threats are seen as a way to increase vigilance. Good relations between the counselors, the Center for the Protection of Women and Children, and related external agencies made this threat problem not diminish the good intentions of the counselors to help clients recover. Interpersonal closeness also further strengthened professional and informal bonds between counselors. They took care of each other so that, in the end, this improves the service to all clients.

From the social relations perspective, Communication Management is seen as an investment and a very important aspect of developing professional relations (Kaye, 1994). Managerial effectiveness also depends on satisfied professional relationships at work. Thus, in seeking productivity and effectiveness of the staff, counselors, and related parties, managers need to clarify the types of roles and responsibilities that must be understood and implemented.

Following Kaye's statement, role performance is an important determinant of stable, lively personal and professional reciprocal relationships in communication management. However, it is necessary to pay attention to strategies to reduce role ambiguity and role overload (Kaye, 1994). The need for people to establish different types of interpersonal and professional relationships: (1) Individuals with individuals, (2) Individuals with groups, (3) Individuals with institutions, (4) Groups with individuals, (5) Groups with groups, and (6) Groups with institutions.

In the social structure, there is a role of patterned behavior in which the individual carries out activities following the measurements of implementing that role. Referring to Berger's view of the role as a basic unit of objective institutionalized rules, society is not an end product but rather a process being formed (Berger & Luckman, 1979). In this study, there is a patterned behavior of the counselors where they carried out their duties to restore the trauma of the child victims of sexual violence according to society's expectations. In society, there is a process in which reality can shape and inhibit its participants. The reality of an objective society frees actors to make several choices, but these choices are limited. From the perspective of social influence in communication management, the counselors found that social influences shaped their identities. Identity is a phenomenon that arises from the dialectics between individuals and society (Berger & Luckman, 1979). Identity as a helper who helps the trauma recovery of child victims of sexual violence is then formed due to continuous social interaction. Counselors also undergo a process of modification and adjustment of identity to reality.

However, as previously discussed, counselors are very vulnerable to experiencing vicarious trauma. This trauma occurs because the counselor feels excessive empathy. After all, he is constantly exposed to psychological problems that befall his clients. Counselors feel obligated to help reduce the suffering of their clients. When he cannot fulfill this commitment, the counselor will feel hopeless, burdened, and suffer even more from his client.

The organization, in this case, the Center for the Protection of Women and Children, is very aware of its important role in preventing counselors from experiencing vicariance trauma, so the Head of the Institute does several things, as expressed by Pearlman and McKay (Pearlman & McKay, 2008) as follows:

- 1) Institutions can encourage attachment, morale, and relationships between counselors through some things, including.
 - a. Work in a team, not work alone so that indirectly the counselor can share the burden.
 - b. Design activities outside formal activities such as outings, lunch together, etc.
- 2) Build a network of counselor support by creating interactive communication patterns that enable counselors to actively participate in providing opinions, suggestions, and feedback for institutions and increasing counselor understanding of procedures, rules, workload, and how policies are born and how to respond to them.

- 3) The institution looks for ways to build diversity and do job enrichment for counselors in their duties.
- 4) Understand the importance of rest and arrange it, so the counselor does not carry too heavy a burden. Institutions actively monitor counselor workloads so they have time to manage themselves.

Counselors interacted and built interpersonal relationships with people involved in the institution that shelters them. Some of the above was done and fulfilled to support the counselor's work in communication management with all clients. At this stage, the counselor must possess social competence, which will certainly support the interaction process for the client's trauma recovery. There was a human relations approach that overcame this by considering social factors. It recognized that the perceptions, attitudes, and expectations of people in organizations also played an important role in their workplace performance. They conducted a series of experiments now known as the Hawthorne Studies. They concluded that people have unique preferences and cannot be treated as machines.

“The workplace is a social system where multiple factors influence an employee’s performance. Most times, it’s psychological and organizations need to pay attention to these aspects for bringing about change”.(Mayo, 1946).

In line with Kaye's Communication Management concept, Elton Mayo's Theory suggested that the workplace is a social system in which many factors influence employee performance. Frequently, it is psychological, and organizations need to pay attention to these aspects to bring about change.

This characteristic of the human relations approach to management also suggests that employees must be happy and find meaning in their work. When employers identify and fulfill basic needs, the individual's willingness to work increases. This further increased productivity, contributing to business growth and profitability. Then, an employee or institution manager can benefit from a human relations approach.

The description of the previous sub-chapter regarding the management of manpower planning and case management at the Center for the Protection of Women and Children in Bandung can explain the importance of counselor communication management in handling cases of child victims of sexual violence. Both can only be carried out properly if communication is managed and implemented properly within the institution. It can be illustrated in the following chart.

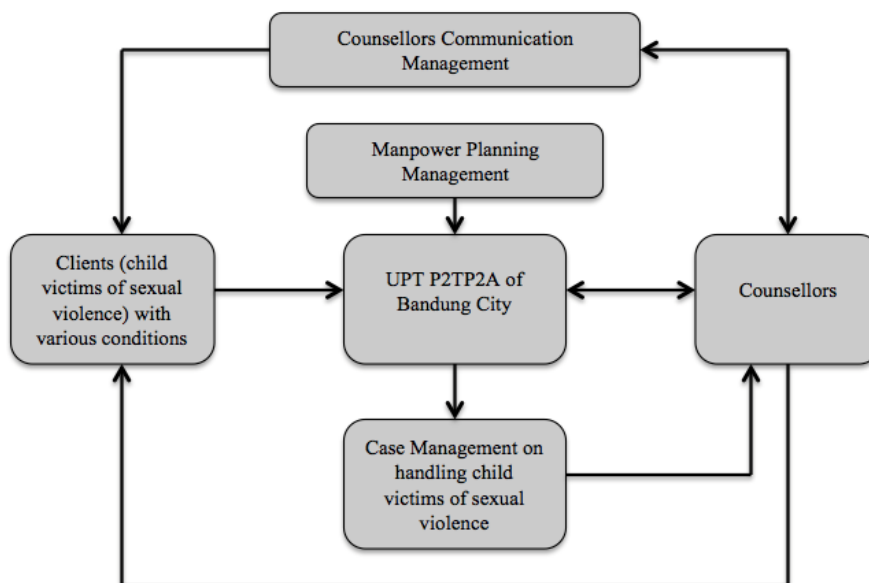


Figure 1. The Importance of Counselors Communication Management in Handling Child Victims of Sexual Violence (Source: The Researchers, 2023)

From the picture above, it can be described that the Center for the Protection of Women and Children in Bandung is an institution that provides services to the community and receives complaints and referrals from clients. The clients themselves are the child victims of sexual violence who came with various conditions, both backgrounds, physical, mental, and psychological conditions. So, the institutions need to prepare competent and professional human resources according to client needs so that, in the end, they can provide optimal service. For this reason, a recruitment process is needed that suits the client's needs. The institution should implement manpower planning management, which regulates and manages the counselor recruitment process. It is hoped that the managed recruitment process will be able to recommend counselors that suit the institution's needs.

In order to provide the best service to clients, namely child victims of sexual violence, the Center for the Protection of Women and Children in Bandung appointed a case manager whose job is to manage cases of handling child victims of sexual violence. His duties included ensuring that child victims of sexual violence receive therapy according to their condition with the assistance of a professional counselor.

To ensure that the process runs properly, counselor communication management is needed in handling child victims of sexual violence. This communication management is expected to be a way for counselors to carry out their duties properly.

5. Conclusion and Recommendations

Counselor communication management is important in handling child victims of sexual violence to ensure that the process of handling child victims of sexual violence runs properly. The first thing that needs to be done is to implement management manpower planning to ensure the proper placement of human resources starting from the recruitment process to managing these human resources within the institution.

Case management is needed so that the trauma recovery process for child victims of sexual violence can run properly and be handled by professional counselors. This communication management is expected to be a way for the counselor to carry out his duties properly where he can manage himself, manage communication with child victims of sexual violence and manage communication with related parties, both internal and external.

The institution should improve counselor communication skills from intrapersonal and interpersonal communication to communication management by collaborating with universities through training programs/workshops. This, of course, will further enhance the counselor's communication competence. Collaboration with universities can be carried out with a manageable budget through a community service scheme, one of the Tri Dharma of Higher Education.

Future researchers can examine the reality of counselor communication that examines various complex forms of communication carried out by counselors associated with the latest developments in information technology. The challenge for counselors in this digital era is to design counseling messages that can be delivered through digital platforms. This will increase the disclosure of sexual violence. However, on the other hand, it is necessary to study the design of effective communication messages to increase public understanding of the importance of sex education and the disclosure of cases of sexual violence.

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