

Organizational Communication at the Denpasar City Social Services Agency in Providing Social Rehabilitation Services for Child Victims of Sexual Violence

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Abstract: Sexual violence against children causes long-term physical and psychological trauma, making effective social rehabilitation services essential. In Denpasar City, cases of child victims of sexual violence continue to occur annually, requiring comprehensive and child-centered interventions. As the government agency responsible for these services, the Denpasar City Social Services Agency is expected to deliver effective and coordinated rehabilitation despite the complexity of cases and the diverse needs of each child. In this context, organizational communication plays a crucial role in ensuring coordination, information exchange, and collaboration among service providers. This study examines organizational communication at the Denpasar City Social Services Agency in providing social rehabilitation services for child victims of sexual violence. The findings reveal three main aspects. First, organizational communication is essential for strengthening interdepartmental synergy, optimizing service delivery, and supporting structured service management. Second, organizational communication is implemented through four dimensions: service structure, inter-system relationships, interaction patterns, and humanistic communication emphasizing empathy and child-centered care. Third, effective organizational communication contributes to reducing uncertainty, improving coordination, enhancing program effectiveness, supporting policy and regulatory development, facilitating the psychosocial recovery of child victims, and strengthening program evaluation. These findings demonstrate that organizational communication is a key factor in improving the quality and effectiveness of social rehabilitation services for child victims of sexual violence.

Keywords: Organizational Communication, Social Rehabilitation, Child Victims of Sexual Violence.

Introduction

Organizational activities are inherently goal-oriented because organizational life is driven by objectives and responsibilities. Working within an organization enables individuals to achieve personal goals that would be difficult to accomplish independently. People participate in organizations because organizations provide opportunities to attain outcomes that are personally meaningful. Consequently, much of the communication that occurs within organizations serves not only to fulfill individual goals but also to accomplish organizational objectives (Littlejohn, 2014, pp. 395–396).

Littlejohn (2014, p. 359) conceptualizes organizational communication as symbolic cooperation through which organizations are constituted and maintained. Individuals are connected to one another through organizational arrangements that give structure to the organization. These arrangements involve more than formal lines depicted in organizational charts; they also represent patterns of influence within complex systems, whereby certain individuals influence others, particular groups affect other groups, and specific systems exercise control over or regulate other systems. According to this perspective, three fundamental dimensions characterize organizations: (1) organizational structure, form, and function; (2) management, control, and power; and (3) organizational culture.

The complexity of organizational phenomena becomes increasingly relevant when examined in the context of providing services for child victims of sexual violence. Law of the Republic of Indonesia Number 12 of 2022 on Sexual Violence Crimes identifies nine forms of sexual violence under Article 4 paragraph (1): non-physical sexual harassment, physical sexual harassment, forced contraception, forced sterilization, forced marriage, sexual torture, sexual exploitation, sexual slavery, and technology-based sexual violence. Furthermore, Article 4 paragraph (2) stipulates additional acts classified as sexual violence crimes, including rape, indecent acts, sexual intercourse with and/or sexual exploitation of children, acts violating public decency, child pornography, forced prostitution, trafficking in persons for the purpose of sexual exploitation, sexual violence within the household, money laundering derived from sexual violence crimes, and other criminal acts explicitly designated as sexual violence crimes under prevailing laws and regulations.

Novrianza (2022) explains that sexual violence against children causes severe trauma that disrupts victims' daily functioning. The psychological consequences are often evident through behavioral changes that are readily recognized by those closest to the child. In addition, victims may experience a range of physical consequences, including sleep disturbances, headaches, loss of appetite, pain

in the genital area, exposure to sexually transmitted infections, bruises or other physical injuries resulting from the assault, and, in the most severe cases, pregnancy resulting from sexual abuse.

Based on the researcher's preliminary observations, child victims of sexual violence experience complex social problems. They frequently encounter psychosocial difficulties that affect their relationships with parents, peers, and the wider community, as well as their educational development. Consequently, restoring the children's social functioning through social rehabilitation services is essential. According to the Regulation of the Minister of Social Affairs of the Republic of Indonesia Number 9 of 2015 concerning Guidelines for the Social Rehabilitation of Children in Conflict with the Law, social rehabilitation is defined as a process of refunctionalization and development that enables individuals to perform their social functions appropriately within society.

The comprehensive scope of social rehabilitation services stipulated in Article 12(1) of the Regulation of the Minister of Social Affairs of the Republic of Indonesia Number 9 of 2015 presents complex organizational communication challenges, particularly in terms of: (1) multisectoral coordination among service providers; (2) the integration of psychosocial and technical approaches in program implementation; and (3) the adaptation of communication methods to the characteristics of each intervention. This reality creates a practical dilemma between the need for standardized procedures and the importance of contextualized communication approaches tailored to each type of service. Furthermore, Article 13(1) stipulates that the social rehabilitation process for Children in Conflict with the Law (ABH) consists of seven stages: (a) initial engagement; (b) problem identification and assessment; (c) formulation of an intervention plan; (d) problem resolution or intervention; (e) social reintegration; (f) case termination; and (g) follow-up guidance.

The implementation of these rehabilitation stages requires: (a) different communication patterns among stakeholders, (b) varying levels of participation from child victims, and (c) evaluation approaches tailored to each stage of intervention. These variations underscore the importance of developing an integrated organizational communication framework capable of accommodating the complexity of the rehabilitation process while preserving the principle of individualized service delivery.

The significance of organizational communication is further reflected in the annual records of the Denpasar City Social Services Agency, which indicate that cases of child victims of sexual violence requiring social rehabilitation occur every year. In 2021, the Agency handled 19 child victims, consisting of 12 victims of sexual intercourse offenses, four victims of indecent acts, one victim of child pornography, and two victims of trafficking in persons for the purpose of sexual exploitation. In 2022, the Agency provided rehabilitation services to 21 child victims, comprising seven victims of sexual intercourse offenses, ten victims of indecent acts, two victims of child pornography, and two victims of sexual exploitation.

As stipulated in Law of the Republic of Indonesia Number 12 of 2022 on Sexual Violence Crimes, the expansion of legally recognized forms of sexual violence requires systemic innovation in social rehabilitation services. Smircich (1981, as cited in Pace & Faules, 2013, p. 95) argues that when groups encounter new situations, new interpretations must be developed to maintain organized activity. This perspective reflects the challenges faced by the Denpasar City Social Services Agency, including: (1) the disparity between the number of child victims and the capacity of service personnel; (2) variations in staff competencies that affect the consistency of interventions; (3) the emergence of technology-based sexual violence requiring adaptive regulatory and technical responses; (4) the complexity of organizational communication arising from the tension between interagency coordination and professional confidentiality; and (5) the multidimensional nature of child sexual violence cases, which demands a holistic communication approach beyond conventional linear communication models.

Research on organizational communication is therefore essential for two principal reasons. First, the increasing complexity of contemporary child sexual violence cases requires a reformulation of organizational communication models capable of integrating legal-formal provisions under Law of the Republic of Indonesia Number 12 of 2022 on Sexual Violence Crimes, operational procedures prescribed in the Regulation of the Minister of Social Affairs Number 9 of 2015 concerning Guidelines for the Social Rehabilitation of Children in Conflict with the Law, the provisions of Law of the Republic of Indonesia Number 11 of 2012 on the Juvenile Criminal Justice System, and relevant professional codes of ethics. Second, no previous study has comprehensively examined organizational communication patterns in multidisciplinary child sexual violence services within the context of local government institutions.

Research Methods

This study employed a qualitative research design grounded in the post-positivist paradigm, which views social reality as holistic, dynamic, complex, and socially constructed through interactive relationships. The research was conducted in a natural setting without manipulating the research context, allowing social phenomena to develop naturally. In qualitative research, the researcher serves as the primary research instrument, responsible for collecting, interpreting, and constructing meanings from the observed social reality. Data were analyzed inductively to generate an in-depth understanding of organizational communication in the provision of social rehabilitation services for child victims of sexual violence (Sugiyono, 2022). The research was conducted at the Denpasar City Social

Services Agency, Bali Province, specifically within the Social Rehabilitation Division, which is responsible for providing rehabilitation services to child victims of sexual violence. Data collection was carried out over a six-month period, from June to November 2025.

This study utilized multiple forms of qualitative data. Verbal data were obtained through in-depth interviews with key informants, including the Head of the Social Services Agency, the Head of the Social Rehabilitation Division, social workers, and rehabilitation facilitators. Textual data consisted of official documents, including internal communication Standard Operating Procedures (SOPs), rehabilitation reports, government regulations, and institutional policy documents. Visual data, such as photographs of office layouts and rehabilitation facilities without revealing participants' identities, were used to understand how the physical environment influenced communication patterns. Behavioral data were collected through direct observation of interactions among social workers, child victims, and their families, focusing on non-verbal communication, including body language, facial expressions, and tone of voice. Digital data included communication records from internal platforms, such as official WhatsApp groups, where relevant to organizational coordination.

The study employed both primary and secondary data sources. Primary data were obtained directly from research participants through interviews, observations, and internal institutional documents. Participants included agency leaders, administrative staff, social workers, rehabilitation facilitators, child victims of sexual violence who were undergoing or had completed rehabilitation, and their parents or legal guardians. Throughout the research process, strict ethical principles were applied to ensure the confidentiality, anonymity, and protection of child participants.

Secondary data were obtained from government regulations, official reports, statistical records on child sexual violence cases, annual reports issued by the Denpasar City Social Services Agency, previous studies on organizational communication and social rehabilitation, academic journal articles, and relevant media reports addressing child sexual violence and government rehabilitation programs.

Informants were selected using purposive sampling, based on their roles, expertise, authority, and direct involvement in the implementation of social rehabilitation services. This sampling strategy ensured that participants possessed the knowledge and experience necessary to address the research objectives. Data were collected through participant observation, in-depth interviews, and document analysis. To enhance the credibility and trustworthiness of the findings, the study employed methodological triangulation by comparing information obtained through different data collection techniques and multiple data sources. This triangulation process enabled the researcher to verify the consistency of findings and strengthen the validity of the interpretations (Sugiyono, 2022).

Results and Discussion

The Urgency of Organizational Communication at the Denpasar City Social Services Agency in Providing Social Rehabilitation Services for Child Victims of Sexual Violence

Organizations are understood as living systems sustained through the flow of messages and the continuous process of meaning-making among their constituent members. Organizational communication refers to the creation, exchange, and interpretation of messages among communication units that form part of a particular organization. Therefore, an organization should not be viewed merely as a formal hierarchical structure or a collection of positions, but as a communication network through which organizational goals are translated into coordinated actions (Pace & Faules, 2013).

Based on the findings of this study, organizational communication occupies a central role in the implementation of social rehabilitation services for child victims of sexual violence at the Denpasar City Social Services Agency. This central role is evident because organizational communication functions not only as a medium for transmitting administrative information but also as a mechanism for coordinating stakeholders, integrating roles and responsibilities, regulating service delivery processes, and ensuring that every actor involved in case management performs appropriate and coordinated actions. Within a service context that is highly sensitive, multidisciplinary, and inherently complex, organizational communication constitutes a fundamental prerequisite for delivering rehabilitation services that are systematic, continuous, accountable, and responsive to the needs of child victims.

The organizational communication process underlying the provision of social rehabilitation services for child victims of sexual violence at the Denpasar City Social Services Agency is illustrated in the following service flow diagram.

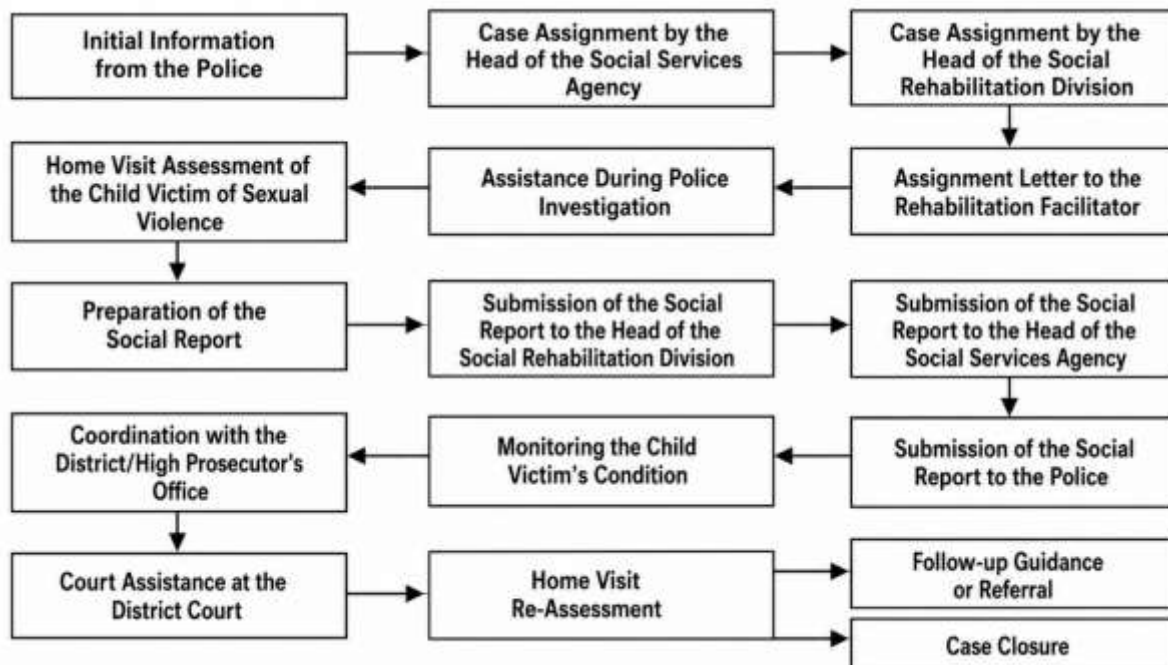


Diagram 1
Social Rehabilitation Service Flow at the Denpasar City Social Affairs Office
(Source: Ni Luh Novayanti, 2026)

Based on the observation results, the social rehabilitation service flow is illustrated in Figure 1, which shows that the social rehabilitation process for child victims of sexual violence begins with the mail receiving unit as the initial administrative component within the organizational system. The mail receiving unit is responsible for accepting reports or documents related to cases involving child victims of sexual violence submitted to the institution. This stage represents the input of the organizational system, which is subsequently processed through the organization's operational mechanisms. The initial information then enters the organizational system of the Denpasar City Social Affairs Office through the leadership's document disposition process. At this stage, the interaction between the organizational system and the external environment, particularly law enforcement agencies, becomes evident. According to organizational systems theory, this relationship demonstrates that public organizations function as open systems, influenced by continuous interactions with their external environment.

Subsequently, administrative documentation is carried out, during which the documents are forwarded to the Secretary of the Social Affairs Office for administrative verification and initial coordination. The Secretary performs a coordinating function to ensure that incoming documents are processed in accordance with organizational procedures. Within Scott's organizational systems theory, the Secretary functions as a linking mechanism among organizational subsystems, maintaining the smooth flow of information from the administrative unit to organizational leadership. The documents are then forwarded to the Head of the Social Affairs Office, who, as the highest authority within the organizational structure, possesses the authority to issue directives and policy dispositions concerning case management.

The documents are subsequently transferred to the administrative staff of the Social Rehabilitation Division, whose responsibilities include processing case administration, recording victim data, and preparing supporting documents required for social rehabilitation services. This stage constitutes part of the organization's internal processing, where incoming information is managed and analyzed to determine the appropriate social intervention measures. This administrative function is crucial, as it provides the basis for the Head of the Social Rehabilitation Division to formulate appropriate case management strategies.

The Head of the Social Rehabilitation Division then coordinates the implementation of rehabilitation services through social rehabilitation assistants or social workers, who directly interact with child victims of sexual violence. These professionals conduct social assessments, provide psychosocial support, and formulate intervention plans tailored to the specific needs of each child victim. Subsequently, the Head of the Social Rehabilitation Division issues an official assignment letter authorizing the social rehabilitation assistant to provide direct support to the child victim. At this stage, the organizational structure functions as a control mechanism,

ensuring that every service activity is performed by personnel possessing the appropriate competence and authority. Social workers constitute the organization's operational subsystem, responsible for delivering direct services to beneficiaries.

The social rehabilitation assistant or social worker subsequently accompanies the child victim during police investigations to ensure that legal examination procedures are conducted while safeguarding the child's rights and psychological well-being. Following this, the social worker conducts **home visits** and carries out a comprehensive social assessment of the child victim. These activities are fundamental in professional social work practice because they aim to obtain a comprehensive understanding of the victim's social circumstances, psychological condition, and family environment.

Based on the observations and interviews conducted during the study, the assessment results serve as the basis for preparing a social report that comprehensively describes the victim's condition. This social report functions not only as an administrative document but also as a professional instrument providing recommendations for the social interventions required to facilitate the victim's recovery. Once prepared by the social rehabilitation assistant or social worker, the social report is submitted to the Head of the Social Rehabilitation Division, who subsequently forwards it to the Head of the Social Affairs Office. This reporting process reflects a vertical communication mechanism within the organization that functions as a feedback system, as conceptualized in Scott's organizational systems theory. Through these reports, organizational leaders are able to evaluate case developments and determine the subsequent policy measures necessary for handling cases involving child victims of sexual violence.

In addition to the organization's internal mechanisms, the outcomes are communicated externally through reports, coordination, accompaniment, and referrals involving cross-institutional collaboration with the police, the District Prosecutor's Office, and the District Court. This coordination is carried out by submitting social reports to the police and through the active involvement of social workers in accompanying child victims during court proceedings. The participation of social workers in the legal process constitutes an essential component of the child protection system, ensuring that judicial proceedings involving child victims adequately consider their psychological well-being and recovery needs. This inter-agency coordination forms part of Indonesia's Juvenile Criminal Justice System, as regulated under Law Number 11 of 2012 concerning the Juvenile Criminal Justice System (SPPA). The law emphasizes that the handling of children involved in legal proceedings, including child victims of sexual violence, must prioritize the principles of child protection, the best interests of the child, and a rehabilitative approach.

The subsequent stage involves monitoring the condition of the child victim, conducted by social workers as an integral part of the ongoing social rehabilitation process. The purpose of this monitoring is to ensure that the child's condition demonstrates positive progress following the implementation of social interventions. If the monitoring results indicate that further assistance is still required, social workers may provide continued guidance or refer the child to other relevant service providers, such as psychological counseling services, healthcare facilities, or child protection institutions. Conversely, if the child's condition is assessed as stable and no longer requires further intervention, the social rehabilitation process is formally concluded through the termination stage.

The research observations demonstrate that organizational communication plays a crucial role in establishing a well-managed, structured, and systematic social rehabilitation service within the Denpasar City Social Affairs Office. Effective rehabilitation services cannot rely solely on empathy and rapid response; rather, they must be implemented through clear governance, well-defined task distribution, sequential work processes, and continuous coordination. Organizational communication is not merely an administrative complement but serves as the fundamental infrastructure that enables the delivery of professional social services. It allows the organization to perform regulatory, informational, coordinative, and integrative functions, ensuring that collective actions are directed toward achieving shared organizational objectives. As stated by Pace and Faules (2013), communication within organizations functions to regulate activities, disseminate information, influence organizational members, and integrate their efforts in order to accomplish common goals.

Forms of Organizational Communication in Social Rehabilitation Services for Child Victims of Sexual Violence at the Denpasar City Social Affairs Office

Based on the findings from observations and interviews, the organizational communication model employed in the social rehabilitation services for child victims of sexual violence at the Denpasar City Social Affairs Office demonstrates a hybrid and multi-layered communication pattern. At the structural level, organizational communication is manifested through vertical, horizontal, formal, and informal communication, which collectively serve as the foundation for implementing the service delivery process. Vertical communication is evident in the transmission of instructions, case dispositions, and reporting procedures, reflecting the organization's authority and control relationships. Meanwhile, horizontal communication is observed through coordination among service providers, including case discussions and cross-divisional collaboration. Formal communication is institutionalized through the implementation of Standard Operating Procedures (SOPs) and social reports as regulatory instruments, whereas informal communication develops through spontaneous interactions that facilitate faster coordination in the field.

At the system dynamics level, organizational communication extends beyond internal interactions to include external communication with multiple stakeholders, including the police, hospitals, the prosecutor's office, the district court, and the victims' families. The findings indicate that external communication plays a crucial role in facilitating information exchange and inter-agency coordination, while internal communication serves to connect organizational units and ensure operational integration. Furthermore, the study identified a form of professional communication characterized by a rational, objective, and procedure-based approach to case management. This finding suggests that organizational communication in social rehabilitation services is inherently shaped by an institutional logic that emphasizes service effectiveness and accountability.

Based on the research observations, organizational communication has undergone a transformation from a predominantly linear communication model toward a more circular and adaptive communication model. Linear communication continues to be utilized in the context of formal instructions; however, within the complex environment of social service delivery, circular communication involving active feedback has become increasingly dominant. Moreover, in specific situations, crisis communication emerges, characterized by rapid information exchange, flexibility, and responsive decision-making to address emergency conditions effectively.

The findings from observations and interviews further reveal that the essence of organizational communication lies within its humanistic dimension, particularly through interpersonal communication and therapeutic communication. Interpersonal communication between social workers, child victims, and their families serves as the primary medium for fostering empathy, trust, and emotional closeness. Therapeutic communication, however, emerges as the most essential form of communication because it is specifically oriented toward the psychological recovery of child victims. This process involves structured stages of interaction and incorporates verbal, nonverbal, and symbolic communication to support the healing process. Consequently, communication functions not only as a mechanism for organizational coordination but also as a means of facilitating the victims' social and psychological recovery.

In conclusion, the forms of organizational communication implemented in social rehabilitation services at the Denpasar City Social Affairs Office represent an integration of multiple complementary communication dimensions, namely structural, systemic, relational, situational, and humanistic communication. The integration of these dimensions produces an organizational communication model that is oriented not only toward organizational effectiveness and service efficiency but also toward the promotion of humanitarian values and the holistic recovery of child victims.

Implications of Organizational Communication at the Denpasar City Social Affairs Office in the Social Rehabilitation Services for Child Victims of Sexual Violence

Based on the findings from observations and interviews, the initial reports received by the Denpasar City Social Affairs Office from the police, which generally take the form of an official request for a social assessment, inherently contain a very high level of equivocality. At this stage, the available information is typically minimal, fragmented, and frequently one-sided, consisting only of the victim's basic identity and a brief chronology of the incident derived from the initial police report. Such information does not provide a comprehensive understanding of the child's psychosocial condition, family dynamics, psychological trauma, specific protection needs, or potential ongoing risks faced by the victim. In Weick's terminology, this type of information is equivocal—ambiguous, open to multiple interpretations, and offering little guidance regarding the most appropriate course of action. As explained by Littlejohn and Foss, equivocality refers to uncertainty, ambiguity, difficulty, and a lack of predictability in interpreting information (Littlejohn & Foss, 2014, p. 395).

Based on the research observations, information characterized by such high levels of equivocality would inevitably create confusion and organizational paralysis if it were not managed through an appropriate communication mechanism. It is at this point that the organizational communication system of the Denpasar City Social Affairs Office performs its most fundamental function. Rather than allowing raw information to circulate freely and generate inconsistent interpretations among organizational members, the bureaucratically structured communication system immediately activates a process of meaning management. This process is not passive; rather, it represents what Weick describes as enactment. Through enactment, organizational members do not merely receive information from their environment; instead, they actively construct and define that environment through their actions and selective attention. The stage at which administrative personnel—or the gatekeeping subsystem—receive official correspondence constitutes the initial form of enactment. Administrative officers do not simply receive documents; they engage in bracketing, selectively identifying and giving focused attention to a particular experience—in this case, the incoming case report—among the many streams of information entering the organization. Recording the document in the official registry, verifying its authenticity, and identifying the subject matter constitute critical initial actions in this enactment process.

The process then proceeds to the selection stage, during which the organization determines the interpretive framework that will be used to make sense of the incoming information and identifies the organizational rules that will be applied to reduce its ambiguity. When the Head of the Social Affairs Office receives the registered document, the case is not interpreted solely on the basis of personal

judgment. Instead, the organizational rules already embedded within the institutional structure—specifically the distribution of duties and functions among organizational units—are activated. By writing the disposition "Follow-up by the Social Rehabilitation Division" on the disposition sheet, the organizational leader performs a decisive act of selection. Among the many possible interpretations, a specific interpretive framework is chosen. The case is formally defined as a matter of social rehabilitation, and consequently must be addressed using the institutional logic, procedures, and resources associated with the Social Rehabilitation Division.

The process of reducing equivocality reaches its highest level of completion during the retention stage. Within Weick's theoretical framework, retention refers to the process of preserving successfully interpreted experiences so that they may be utilized in future organizational actions. Based on the findings of this study, the most tangible and significant manifestation of retention is the preparation of the Social Report and the comprehensive analysis contained within it. The Social Report is not merely an administrative document; rather, it functions as an organizational cognitive artifact that crystallizes the entire process of enactment and selection that has occurred previously. Diverse forms of raw and ambiguous information obtained from multiple sources—including police reports, home visit assessments, interviews with victims and their families, environmental observations, and body mapping results—which initially exist as fragmented and open to multiple interpretations, are systematically filtered, analyzed, and synthesized through the professional interpretation of social workers into a coherent, structured, and standardized narrative consisting of the victim's identity, chronology of events, psychosocial condition, and recommendations for intervention. Consequently, the Social Report represents organizationally validated meaning—a collectively constructed interpretation that has been formally recognized and legitimized within the organizational communication system.

The improvement of social rehabilitation outcomes for child victims of sexual violence represents the ultimate objective of the entire organizational communication process within the Denpasar City Social Affairs Office. From the perspective of Karl E. Weick's Organizing Theory (1979), the success of an organizational program is not measured by the stability of its formal structure on paper, but rather by the organization's capacity to continuously reflect upon, examine, and revise its causal maps through ongoing feedback loops. When an organization is able to effectively process environmental equivocality and stabilize double interact cycles at the level of therapeutic service delivery, this cognitive efficiency directly contributes to significant improvements in both trauma recovery and the social functioning of child victims. Within this framework, the success of a social rehabilitation program is understood as an interactional achievement, in which the organizational grammar retained during the retention stage is adaptively enacted by frontline practitioners to resolve the psychosocial crises experienced by their clients.

Based on the research observations, the success of clinical intervention at the primary service level is largely determined by the ability of social rehabilitation assistants and social workers to construct a recovery environment that addresses the holistic needs of the child. Managing sensitive psychosocial crises requires continuous methodological evaluation to ensure that selected intervention strategies remain responsive to the unique psychological characteristics of each victim. Failure to appropriately adjust interpersonal communication messages may generate emotional resistance in the child, which, in turn, can hinder the achievement of the planned trauma recovery outcomes.

Psychosocial recovery following the completion of formal social rehabilitation represents a critical stage that determines the sustainability of the child's cognitive and behavioral reintegration into the broader social environment. From the perspective of Weick's Organizing Theory (1979), the completion of bureaucratic intervention by the Denpasar City Social Affairs Office does not signify the end of the organizing process; rather, it marks the transition of communication circuits into a new ecosystem. Long-term recovery essentially constitutes an ongoing process of sensemaking, through which child victims seek to reconstruct the internal causal maps that were disrupted by the traumatic effects of sexual violence. The successful termination of a case depends largely on the extent to which the organization's retention function—embedded within the final recommendations of the Social Report—can be transmitted into new patterns of action for families and communities, thereby preventing secondary victimization (revictimization).

At the level of individual psychological experience, the trauma resulting from sexual violence necessitates the restructuring of self-meaning in relation to the enacted environment. Children who previously perceived their surrounding environment as threatening and anxiety-provoking require consistent interpersonal support to transform traumatic memories into adaptive coping mechanisms and self-protective strategies. This process of meaning reconstruction requires the continuous provision of a sense of safety, in which the child's daily interactions are dominated by supportive, welcoming, and nonjudgmental stimuli.

Program evaluation at the operational and technical levels of intervention is conducted through an in-depth examination of the Social Reports and the clinical progress records prepared by social workers and rehabilitation assistants. The evaluation seeks to determine the extent to which the therapeutic responses and adjustments implemented during service delivery have successfully restored the child's social functioning in a sustainable manner. This technical evaluation provides an important opportunity for practitioners to reflect upon and align their interpersonal intervention strategies with the unique dynamics of trauma experienced by each individual victim. Furthermore, periodic evaluation enables the identification of procedural gaps and unresolved emotional resistance that may

have remained unaddressed throughout the formal rehabilitation process, thereby providing a foundation for continuous improvement in the quality and effectiveness of social rehabilitation services.

Conclusion

Based on the findings from interviews, observations, and document analysis, organizational communication plays a vital role as an integrative bridge in the delivery of social rehabilitation services for child victims of sexual violence. Effective communication is essential to prevent organizational fragmentation throughout the rehabilitation process. This study confirms William G. Scott's Systems Theory (1961), which conceptualizes communication as the primary integrating process that connects all organizational elements in transforming case inputs into child recovery outcomes. The findings further demonstrate that organizational communication has evolved beyond its conventional coordinating function into a system survival mechanism, enabling the organization to respond effectively to the complexities of child protection.

The organizational communication dynamics within the Denpasar City Social Affairs Office in delivering social rehabilitation services are characterized as multi-form and multi-layered. This complexity integrates four complementary categories of communication: structural communication (vertical and horizontal), system communication (internal and external), interaction-pattern communication (linear, circular, and crisis communication), and humanistic communication. Among these dimensions, humanistic communication, encompassing both interpersonal and therapeutic communication, functions as the emotional adhesive that introduces a humane approach to service delivery while facilitating the psychological recovery of child victims.

The organizational communication patterns have significant implications for reducing ambiguity in case management through double interact cycles and by activating the three-stage organizing process consisting of enactment, selection, and retention. The implementation of this empathy-based communication model has been empirically shown to enhance coordination among service providers, improve the psychosocial recovery outcomes of child victims, and provide a foundation for policy reform and program evaluation aimed at establishing more effective procedural regulations for social rehabilitation services.

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