

MANAGEMENT STRATEGY MEDIA BROADCASTING MS RADIO PALU IN FACING THE NEW ERA OF MEDIA

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ABSTRACT

The purpose of this research is to examine MS Radio Palu's broadcast media management strategy in facing the new media era. This research uses qualitative descriptive methodology, using media management strategy theory from Ikhwan (2020:14), namely planning, organizing, influencing and controlling. The basis of this research is action (action research), with a total of 6 (six) informants. Data collection through observation, interviews and documentation. Data analysis techniques use qualitative descriptive, data collection, data reduction, data presentation, and drawing conclusions. The results of the research show that MS Radio Palu's broadcast media management strategy in facing the new media era is through 4 (four) media management strategies, namely: 1) planning, planning carried out by MS Radio Palu includes program planning, improving program quality, placing schedules according to listener segmentation, and program evaluation. 2) organizing is done by correctly placing the tasks that must be done, who does them and how the tasks are grouped. 3) influencing is carried out to influence employees, MS Radio implements open and friendly communication between superiors and subordinates. 4) supervision (controlling), Supervision carried out at MS Radio is a monitoring process that determines how far a plan and goal can be realized by a broadcast. The research results also show the obstacles experienced by MS Radio Palu, namely the disaster in 2018, the Covid-19 pandemic, and unstable electricity factors in the city of Palu.

Keywords: Media Management Strategy, Ms Radio, New Media.

1. INTRODUCTION

Broadcast media, namely radio and television, are a form of mass media that are efficient in large quantities. Broadcast media is an organization that disseminates information in the form of cultural products or messages that influence and reflect culture in society. The heyday of radio in Indonesia is estimated to have occurred in the '80s to '90s when television was still a rare item for the people because the price was quite expensive, so radio was the most interactive media (Masduki, 20016:63).

However, with increasingly advanced technological developments such as today, the existence of radio as a medium for distributing information has been largely abandoned. From statistical data during the 2003-2018 period, there was a decline in the interest of Indonesian people aged 10 years and over to use radio. This can be seen from listener data in 2003 which was 50.29% and in 2015 it fell to 7.54%. (<https://databoks.katadata.co.id/>).

This data shows a quite drastic decline. This is because many people prefer to use other media such as television, internet media or social media which are considered faster, more interesting and easier to access to get information. Competitors to radio broadcasts are no longer television

but also the many online sites whose speed can beat the character of radio broadcasts. Even social networks have become people's choice for sharing information.

However, radio is a medium that can be easily found in Palu City. Thirteen radio stations are officially registered at the Class II Spectrum Monitoring Center of the Ministry of Communication and Information, Palu regional office. One of the thirteen radio stations in Palu City is Music Station radio or better known as MS radio, which is a local radio established in 2012 on the wave 98.3 Fm.

MS radio also tries to adapt to current developments, namely by creating stories on WhatsApp when programs are broadcast. Story creation is adjusted to the program schedule on MS radio. Apart from WhatsApp, MS radio also exists on Instagram social media, such as creating Instagram story broadcast programs, providing information during talk shows which is then shared with the public so they can interact via the comments column or Instagram direct message (DM).

The existence of WhatsApp and Instagram social media which are utilized by MS radio can expand the broadcast reach, so that the direction of communication between the audience and MS radio is currently interactive, because the audience on social media is an active audience. MS radio continues to strive to hone its strategy according to technological advances and follow new trends. This is also part of the implementation of MS radio's tagline, namely Growing Love and Hits.

2.LITERATURE REVIEW

2.1 Strategic Understanding

The word strategy comes from the Greek word "strategos" which literally means "general art". Then it changed to the nature of "strategia" meaning "military expertise" which was later adapted again into the modern business environment which is informational and persuasive in nature to build understanding and support for an idea, thought or case, planned product or service carried out by a good organization. which are profit or non-profit oriented, have goals, plans and various alternatives based on research and evaluation (Liliweri, 2017:240).

Strategy is a tool to achieve the goals desired by the institution/organization concerned. A good strategy will make it easier to realize the goals of the company/institution or organization, employees and society. Selecting a strategy is a crucial step that requires careful handling in communication planning, because if the strategy selection is wrong or erroneous then the results obtained could fail, especially losses in terms of time, material and energy.

2.2. Media Management

A. Understanding Management

Ricky W. Griffin (Ikhwan, 2022:4-5) defines management as a process of planning, organizing, coordinating and controlling resources to achieve goals effectively and efficiently. Effective means that goals can be achieved according to planning, while efficient means that existing tasks are carried out correctly, organized and according to schedule.

Stoner defines management as the process of planning, organizing, directing and supervising the efforts of organizational members and the use of other organizational resources in order to achieve stated organizational goals (Ikhwan, 2022: 5). In the Indonesian dictionary, management is the effective use of resources to achieve targets.

B. Media

Media is a means of communication (such as newspapers, magazines, radio, television, films, posters and banners). The mass media are official means and channels as a means of communication to spread news and messages to the wider community. Media is basically a form of medium, which in English is the singular form of media. Because of this, the definition of medium becomes very broad. (Nasrullah 2016:4-8)

Mass media is a means of mass communication in which the process of conveying messages, ideas or information to many people (the public) simultaneously. A media can be called mass media if it has certain characteristics. The mass media that are widely used in everyday life are generally newspapers, radio, television and cinema films, which operate in the fields of information, education and recreation, or in other terms information, education and entertainment.

C. Scope of Media Management

Amir Effendi Siregar in Rahmitasari (2017:5) explains that media management is part of communication management and part of media studies. Communication management is a derivative of communication science. Thus, discussing media, including media management, also means discussing communication science because media is part of communication studies.

D. Media Management Function

Muhammad Ikhwan (2022:14) also revealed that in all organizations, including media organizations, management functions are always inherent in the organizational life process. Therefore, media management provides knowledge about media management that uses management principles with a complete management process, which includes various management functions, namely planning, organizing, influencing, and controlling.

- Planning

Planning is the initial foundation in media organizations. Because when a media is built, the owner must have planned the goals of the media and the strategy to achieve those goals. Muhammad Ikhwan (2022:15) said that media management plans are related to what needs to be done in the future, how this is done, who should do it and when it should be done in the future.

- organaizing

It is important for media organizations to have businesses placed in the labor division. Departments can be based on departments grouped by type of work. Each media has different departments depending on the media's objectives, needs, resources and available environment. Such as small media with local reach and large media with national reach.

- influencing

Influencing includes how managers provide direction and influence on individuals within the organization to carry out obligations in accordance with their job description (Muhammad Ikhwan, 2022:16). Of course, implementation is important for achieving the goals as stated in the planning function.

- controlling

The final function is the supervisory function. However, supervision is not only carried out at the end of the management process. Basically, supervision has been carried out since the planning, organizing and implementing functions. For this reason, since the planning function,

the organization must have a vision, mission and goals that will become the driving force for monitoring.

2.3. Broadcasting

Broadcasting is the activity of organizing radio or television broadcasts, which are organized by radio or television broadcasting organizations. The meaning of broadcasting terminology according to J.B. Wahyudi (1996) is a communication process from a point to an audience, namely a process of sending information from a person or producer (profession) to the public through the process of transmitting electromagnetic or higher waves.

Broadcasting, which is the equivalent of the word broadcasting, is all activities that enable radio and television broadcasts which include ideal aspects, hardware and software that use broadcasting or transmission facilities, both on land and in space, using electromagnetic waves or higher waves to be transmitted widely and widely. can be received by the public via radio or television receivers with or without assistive devices.

2.4. Broadcast Media Barriers

Managing media is certainly different from managing other business fields. Media is an industry that produces products in the form of news or broadcast programs, depending on the type of media. Therefore, media management has its own challenges and characteristics. On the other hand, the media must also be able to fulfill the wishes of capital owners. Especially for commercial media, of course profit considerations must be a concern, because after all media is a capital-intensive industry. That is why the challenge is to balance between the two.

Morissan (2012) in (Ikhwan 2022: 17), states that there are two challenges in media management, namely:

- a. In its operational activities it must be able to meet the expectations of owners/shareholders to become a healthy company and achieve profits.
- b. Able to fulfill the interests of the community where the media concerned is located.

2.5. Radio

The first radio aircraft created had a large, unattractive shape and were difficult to use because they used electrical power from large batteries. Using a radio at that time required patience and adequate electronic knowledge.

Radio has been an important communication tool since this country was just founded. Ownership of radio equipment increased rapidly, reaching half a million licensees in the mid-1950s. Radio was widely used in the field of education, especially political education, such as preparing prospective voters for the first elections in 1955. Independent Indonesia followed the Japanese government's policy in terms of broadcast monopoly.

2.6. Media Convergence

Media Convergence is one of the developments in mass media that involves many technological facts in it. The presence of the internet encourages mass media to apply the concept of media convergence such as online media, e-paper, e-books, streaming radio, social media, which are combined with other media. Convergence generally means the intersection between old and new media (Jenkins, 2018:2).

Media convergence is not only a shift in technology or technological processes, but also includes shifts in industrial, cultural and social paradigms that encourage consumers to seek new information. Media convergence occurs by looking at how individuals interact with others on a social level and use various media platforms to create new experiences.

2.7. New Media

New media or online media clearly has the speed to carry out interactions, is more efficient, fast and cheap to get the latest information. New media is categorized under mass communication because messages are conveyed to a wide audience through online media.

In this case, several experts agree that the term new media is used to differentiate it from old media or traditional media that previously existed. Newspapers decades ago were in the form of sheets of paper where people had to buy or subscribe to get them, so since the Internet, many newspapers have been presented online via the internet.

3. CONCEPTUAL RESEARCH

This research uses a qualitative approach method, aiming to explain a phenomenon in as much depth as possible systematically, factually and accurately about the facts and characteristics of a particular population or object. This type of research describes the reality that is happening without explaining the relationship between variables (Kriyantono, 2006:69).

The location of this research was carried out in Palu City, precisely at MS Radio Jalan Mesjid Raya, North Lolu, South Palu District, Palu City, Central Sulawesi. Research subjects are people who are used to provide information about the situation and conditions of the research background and really know the problem to be researched (Pawito, 2017:19). The subjects in this research were informants whose whereabouts could be accessed at any time in Palu City.

Informants in this study used a purposive sampling technique, namely that informants were selected because they were considered to have information to be able to provide accurate information regarding the problem to be studied by the researcher. The informant data is as follows:

Table 1. Informant

No.	Name	Position
1.	Fitri Rosmala Dewi Mastura	Main Director MS radio palu
2.	Michael V.Runtuwene	General Manager MS radio palu
3.	Rini Christina	Head of Office MS radio palu
4.	Karisa Chairunnisa	Producer MS radio Palu
5.	Yafet Poliwo	Producer MS radio palu
6.	Stacy Claudia	Announcer MS radio palu

4. DISCUSSION

This research was carried out at MS Radio Palu jln.masjid raya no.9a, North Lolu Village, South Palu District, Central Sulawesi province. Music Station Radio or previously known as MS Radio is a private music-based radio station under the auspices of PT Mastura Suara Abadi and was first established on November 23 2011 on Diponegoro street, Akbar street. MS Radio first broadcast with the tagline "The best music terminal".

Media management strategy for MS Radio Palu Broadcasting in facing the new media era, there are several media management strategy functions proposed by Muhammad Ikhwan (2020: 14) which are used in this research, including:

4.1 Planning

Planning is the initial foundation in media organizations. Because when a media is built, the owner must have planned the goals of the media and the strategy to achieve those goals. The planning carried out by MS Radio Palu includes: carrying out program planning, improving program quality, placing schedules in accordance with listener segmentation and program

evaluation.

4.2 Organizing

Organizing can be done by placing exactly what tasks must be done, who does them, how the tasks are grouped, and who is responsible for the tasks. MS Radio management, which plays an important role, is formed based on their respective duties and positions, including the Main Director, General Manager, Head Office, Producer, announcer and general affairs staff.

4.3 Influencing

Influencing focuses on efforts to stimulate employee enthusiasm to carry out their responsibilities effectively. In the overall MS Radio organizational structure, the highest decision-making role at MS Radio is the main director, but direct direction and influencing is carried out by the general manager. The direction given by superiors to employees is very influential, where all parties always work together to complete tasks.

4.4 Controlling

Supervision is carried out by evaluating the management functions carried out within the organization. Supervision is also a function to see the work of each individual in the organization. Supervision carried out in MS radio is the monitoring process of determining how far a plan and goal can be realized by a broadcast. MS Radio's broadcast program management also always supervises and monitors broadcast programs broadcast by broadcasters on air, in addition to monitoring or viewing interactions on social media.

5. OBSTACLE

The biggest obstacle experienced by MS Radio Palu occurred during the 2018 disaster. The MS Radio studio on the rooftop of the Palu Grand Mall was not only affected by the disaster, but also lost several broadcast operational equipment due to looting, so MS Radio had to start from zero. to be able to return to operations.

The big obstacles experienced by MS Radio did not only occur during disasters, but also occurred during the Covid-19 pandemic which resulted in one of MS Radio's programs, namely talk radio, having to stop running. Then the electricity factor is also an obstacle for radio because as we know, the city of Palu is still unstable regarding electricity issues, so that media that rely on electricity such as radio are very hampered in their operations when the electricity goes out.

6. CONCLUSION

Based on the research results, a conclusion was drawn from the interview method carried out by the researcher, that MS Radio Palu's broadcast media management strategy in facing the new media era was carried out by the management of MS Radio Palu, using four media management strategies, namely planning, organizing, influencing (influencing) and monitoring (controlling) to achieve organizational goals set by MS radio. There are also several obstacles that MS Radio Palu has also experienced in surviving so far in the new media era. The results of this research can be a consideration for MS Radio Palu to always improve the quality of broadcast programs, maintain good cooperation within the organization, so that MS Radio will survive in the midst of the new media era.

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