# RRI's Challenge as a Public Media Reinforcing Cultural Identity in the Digital Era of Convergent Media

Citra Puspa Maulidina; Nuke Farida

Gunadarma University,Indonesia

## Abstract

Radio Republik Indonesia (RRI) is known by the public as part of the Public Broadcasting Institution under the auspices of the state. This RRI is also one of the pioneers of digital radio, this happened because RRI represented Indonesia as a pioneer of DAB Plus by starting digital radio broadcasts, while demonstrating the country's commitment to openness through radio broadcast media. Maintaining RRI as a pioneer of digital radio is not easy because it requires an effective organizational work culture to deal with the current digital era. This research approach is qualitative with the type of case studies and subjects, namely employees who work at RRI. In collecting data, this research conducted observations, interviews, and documentation. The method used to analyze the data is data reduction, data presentation, and conclusion drawing. To test the validity of the data using source triangulation. The results of this study were obtained from observations made and found that the work culture contained in RRI is currently less representative of RRI as a radio that pioneered digital radio. Judging from the development of RRI itself in the community, especially among teenagers who rarely listen to RRI and judging from the age, the employees who work on RRI are dominated by old age. The conclusion of this research is that RRI still cannot strengthen its identity as LPP in this digital era because there are still many people who are less interested in listening to RRI. Therefore, it is expected that RRI will further enhance the work culture and innovate more.

**Keywords:** Radio; Digital; Work Culture

## Introduction

Advances in technology today is growing rapidly with the renewal in the world of digital technology that can't simply ignore. Especially in this era of globalization variety of communication media is already available in public so it can be used easily, ranging from analog media to digital media. Trend communication through digital media, especially the Internet, continues to show the rate of increase in terms of both consumption and production. One technology that is changing from analog media to digital media is radio. One of them is Radio Republik Indonesia (RRI), which was known by the public as part of a Public Broadcasting under the auspices of the state. RRI is also one of the pioneers of digital radio.

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Digital Audio Broadcasting Plus (DAB +) in the form of media convergence studio, visual radio media, and optimization of RRI DAB channels. Convergence studio is the studio that is not only limited to the audio studio, but combines audio, video, and text. Meanwhile Visual Radio is the radio display like broadcast television. Both will be supported by the optimization of DAB + transmitter where RRI broadcasts to digital. Maintaining RRI as a pioneer of digital radio is not easy because it requires an effective organizational work culture to face the digital era. Work culture is very important for an organization or institution, the work culture needed a good cooperation.

Related work culture, the whole satker RRI have good teamwork. Emerging issues related to leadership. The pattern of leadership shifts / mutation in a short time span affect the performance of the organization. The physical condition of the working environment also affect work culture. RRI employees are not yet fully capable of adapting to computerization and digitization thus in hibiting job. Hardware support employment success is also often not enough like a dead phone, the absence of cars for marketing, limited computer, and so on. (Pusdatinrri.co.id). In terms of the age of employees working in RRI more employees who are age including old age. That's the foundation for examining how work culture RRI work culture in strengthening identity in the digital age.

## Literature review

### RRI For Public Broadcasting

Station public penyaran idirikan form of legal entity by the state, is independent, neutral, non-commercial, and gives service to the public interest. One of the radio broadcasting station belonging to the LPP is Radio Republik Indonesia (RRI), which has its head station in Jakarta. RRI as public broadcasters have a duty to provide information, education, healthy entertainment, control and social cohesion and preserve the national culture for the benefit of the whole society through operation of radio broadcasting which reaches all parts of Indonesia.

RRI as an organization have a position under the president and is responsible to the president. RRI organization made up of the supervisory board, board of directors, broadcasters, internal control unit and representatives of the center. In contrast to private radio broadcasting stations, public broadcasting radio managers organize events with emphasis on aspects of public education that aims to educate the audience. The program is based on the idea of preserving and encouraging the development of local culture, history nationality and so on.

### Organizational Communication

The term comes from the Latin organizations organizare, which literally means the range of parts that are interdependent of each other. Evert M Rogers in his book Communication in Organization, defines the organization as an established system of those who work together to achieve a common goal, through the ladder, and the division tuags.The correlation between the science of communication with the organization lies in its review focused on the humans involved in achieving the organization's objectives. Communication Sciences questioned what form of communication takes place in the organization, methods and techniques are used, the media what to wear, how to process, factors that become an obstacle, and so on. The answers to these questions is to study material to further provide a conception of communication for a particular organization based on the type of organization, organizational nature and scope of the organization to take into account the specific situation at the time the communication was launched.

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## Work Culture Organization

Work culture can be understood as a relationship important elements in the organization run by employees. Work culture is not a stand-alone element. Reforms in the Grand Design, workplace culture dipahamkan as Culture sets. In simple terms the work culture is defined as a person's perspective in interpretation of "work". Thus the work culture is defined as the attitudes and behavior of individuals and groups that are based on values that are believed to be true and has been the nature and enforcement customs duties and daily work. In practice, the work culture is derived from the culture of the organization. Work culture is a commitment to the organization, in an effort to develop human resources, work processes, and work better.

Develop a working culture will provide benefits both for employees and the work environment ministry / agency, and the Local Government where the employee is located. Benefits of working culture for employees, among others gives an opportunity to play a role, achievement, self-actualization, recognition, appreciation, pride of work, a sense of belonging and responsibility, broaden horizons and increase the ability to lead and solve problems.

## Organizational culture

Organizational culture is a common value system within an organization that became the benchmark of how employees carry out activities to achieve the objectives or goals of the organization. It is typically expressed as the vision, mission and goals of the organization. Organizational culture is developed from a set of norms, values, beliefs, expectations, assumptions and philosophy of the people in it. Therefore it is not surprising that became apparent in the behavior of individuals and groups. Cultural organizations are also the basis for the practice in the organization, including how members of the organization complete the work and interact with each other. Organizational culture grown into a control mechanism, affecting the way employees interact with stakeholders outside the organization.

## Theory

The theory used in this research are theoretical dimensions of organizational culture by Robbins. In this theory there are six characteristics of the nature of organizational culture are:

1. Innovation and Risk Taking. The extent to which employees are encouraged to innovative and take risks.

2. Attention to the details. The extent to which employees are expected to demonstrate accuracy, analysis and attention to details.

3. Orientation results. The extent to which the management focus on results, not on the techniques and processes used to obtain the results.

4. Orientation people. The extent to which management decisions take into account the effect of the result on the people within the organization.

5. Orientation Team. The extent to which work activities are organized into work teams.

6. Stability. The extent to which the organization's activities emphasize maintained status quo as opposed to growth or innovation.

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## Research Methodology

In this study using a qualitative approach constructivist paradigm and strategy case study where the research object is the Radio Republik Indonesia (RRI). The data collection is done by direct observation and interviews with the RRI are employees who work at RRI, and then conducted a study of the documentation to reinforce the results of the interview. The theory used in this research is the cultural dimension by Robbins organization in which there are 6 characteristics of the nature of the organization's culture.

## Result

RRI organizational culture is formed by two main sources, namely the organization of external factors and internal factors of the organization.

a. External factors include the organization
   1. Market factors. The market is a social and economic environment that became sasaaran service organization. As with the RRI target market is the radio listeners that Indonesian society.
   2. Type of needed public services. All that is mentioned as the market is also the public who need this type of service are different. The difference was due to different social interactions between the organization and the public. This also applies to the RRI has the type of services needed by the public in the delivery of analog and digital informas through.
   3. Variable segments. Segments are the details of the public served by the organization. Details can be based on demographic, geographic, lifestyle, age and others. Third tersbeut factor can be realized in each program in RRI. Such programs broadcast community empowerment Pro 1, Pro 2, which is reserved for young people, pro 3 broadcasts national news network segmentation can be received in all circles of society and pro 4 broadcast culture and education.

b. The internal factors include the organization
   1. The values espoused staff, namely perception. In this case, employees of Radio Republik Indonesia (RRI) still have a perception or thought that would shut technological advances in the world of digital radio broadcasts.
   2. Values and attributes of the organization. The value of the same organization as the value of the national unity symbolized by a chain-connect dial. Attributes organizations an organizational culture is also shaped by the material attributes of the organization. Rectangular shape without corners and without borders, illustrates the robustness and solidarity. Rounded corners (not sharp) symbolizes the flexibility of RRI. The absence of a border or frame shows independency RRI, RRI and openness to cooperate with various parties.

Posts (font type) "RRI". Letter writing designed specifically indicates RRI strong, assertive, dynamic and always moving forward. Figure radio beam. An image which reflects the stronger emission RRI radio broadcasts are becoming widespread. Three layers of emission seen in the logo also symbolizes Tri Prasetya RRI. Color Blue, Blue sky and white to keep the tradition. Color blue was chosen as the corporate color RRI. Blue sky blue and symbolizing the universality of RRI, nurturing nature, calm and trustworthy. RRI white color on paper symbolizes honesty, truth, the balance and accuracy.

   3. Vision / mission of the organization. In accordance with the vision and mission of RRI who wants to be a reliable and worldwide radio by changing the field of digitization of radio.

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4. Leadership. Leadership styles also affect organizational culture. The leadership style that is close to men. Style of leadership at Radio Republic of Indonesia (RRI) still apply tardisional leadership style. Here adaalah traditional style of leadership that is concerned with the working age.

At first people found that organizational culture has been instilled by the founder and leader at the same time can not or difficult to change. However, the development shows that a cultural change is not something that is not possible. In accordance with the vision and mission of RRI who wants to be a reliable and worldwide radio by changing the field of digitization of radio. In the event of changes in the environment, change is imperative if do not want to fall behind in development. Some research suggests that organizational performance can be increased due to changes in organizational culture. As well as Radio Republik Indonesia (RRI), which seeks to change cultural organizations to follow the progress of technology in the field of radio broadcasting.

Changing the organizational culture on the one hand can improve performance, but on the other hand can also fail if it is not prepared and managed properly. However, if it does not change the culture in the organization, while the environment is changed, it is certain to fail. At least changes should be made to be able to defend itself from the pressure of competition. However, to watch is to know when the right time to change the culture in the organization. Organizational culture change is required if there is a development environment that can not be avoided. On the other hand the frequent changes to "internal needs of the organization, perceived sebaagai needs. In an increasingly competitive environment is necessary to increase the efficiency to maintain competitiveness or improve service to customers. Similarly, requires an understanding of how the proper process to execute organizational change and what obstacles might be encountered. Errors can result in the emergence of resistance and failure of organizational culture change efforts.

Change is not easy because it involves a man who had previously had their own culture is considered good and right. The cultural change is a change in the mindset of people who have thoughts and feelings as well as the interaction between them. The change in mindset will only be done if people realize that by implementing the changes they can create excellence.

The theory used in this research are theoretical dimensionsof organizational culture by Robbins. In this theory there are six characteristics of the nature of organizational culture are:

7. Innovation and Risk Taking. The extent to which employees are encouraged to innovative and take risks. The RRI employees trying to adjust to technological developments with berenovasi form of programs created and willing to take risks, but the process is slow and does not reach the destination.
8. Attention to the details. The extent to which employees are expected to demonstrate accuracy, analysis and attention to details. In this case the RRI employees tried to give attention, accuracy, and details to run existing programs by initiating cooperation with external parties.
9. Orientation results. The extent to which the management focus on results, not on the techniques and processes used to obtain the results. RRI programs that achieve results as is, the program that broadcast the pro 3 national news still favored by society, then there is a program that broadcast the pro 2 for youngsters who are still loved by the people, especially among young people.
10. Orientation people. The extent to which management decisions take into account the effect of the result on the people within the organization. The effect of the achievement of results not in accordance with the purpose can affect the level of performance and work culture of the employees of RRI.
11. Orientation Team. The extent to which work activities are organized into work teams. In each of the programs, RRI divide the teams in accordance with the running program.

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12. Stability. The extent to which the organization's activities emphasize dipertahankanya status quo as opposed to growth or innovation. RRI is currently still retains its identity as a public radio organization's culture which still adheres to the system of 'top down' so that innovation does poorly managed and in the process run into trouble.

## *Conclusion*

From the results of the analysis revealed that the work culture contained less representing the current RRI RRI as radio became a pioneer of digital radio. Judging from the development of the RRI itself in society, especially among teenagers who rarely listen to RRI and the views from the age of the employees who work at the RRI is dominated by age. RRI employees are not yet fully capable of adapting to computerization and digitization thus inhibiting job. Hardware support employment success is also often not enough like a dead phone, the absence of cars for marketing, limited computer, and so on. (Pusdatinrri.co.id). In terms of the age of employees working in RRI more employees who are age including old age. RRI still retains its identity as LPP in this digital era.

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