

NYIMAK

Journal of Communication

Nyimak Journal of Communication | Vol. 8 | No. 1 | Pages 1 - 191 | March 2024 | ISSN 2580-3808



Published By:
Department of Communication Science
Faculty of Social and Political Science
Universitas Muhammadiyah Tangerang

Journal Address

Program Studi Ilmu Komunikasi Fakultas Ilmu Sosial dan Ilmu Politik

UNIVERSITAS MUHAMMADIYAH TANGERANG

Jl. Perintis Kemerdekaan I No. 33 Kota Tangerang, Banten 15118

Website : <http://jurnal.umt.ac.id/index.php/nyimak>

Email : journalnyimak@fisipumt.ac.id

NYIMAK

Journal of Communication

DAFTAR ISI (TABLE OF CONTENT)

Twitter and Online Trust: Ganjar Pranowo and Anies Baswedan Towards the 2024 Presidential Election — Muhammad Yahya, Syukri, Ahmad Syarif, Arni, Indah Pratiwi Manggaga, Tawakkal Baharuddin —	1 – 19
Social Movement on Social Media: #TolakPengesahanRKUHP and #ReformasiDikorupsi — Rivi Saputri, Dyah Mutiarin, Mohamad Sukarno —	21 – 36
News Convergence Strategy For Human Resources Effectiveness: A Media Group Network Case Study — Rina Rahmadani, Rizki Briandana, Rustono Farady Marta, Muhammad Raqib Mohd Sofian —	37 – 57
Social Judgment Sabda and Dawuh Hamengkubuwono X Regarding the Appointment of the Crown Princess — Sigit Surahman, Ahmad Sihabudin, Fahrudin Faiz, Ridzki Rinanto Sigit —	59 – 80
Media Influence on Political Development: Framing Analysis of Aceh's Poverty Reduction Programs — Chaidir Ali, Eko Priyo Purnomo, Rachmawati Husein —	81 – 102
Analysis of Public Opinion on The Hashtag #AniesPresidenRI2024 on Social Media Twitter — Fingky Ayu Puspitasari, Ayub Dwi Anggoro —	103 – 122
Social Communication for Rural Development: Lesson Learning from Creative Village — Rully Khairul Anwar, Edwin Rizal, Hanny Hafiar, Rinda Aunillah Sirait —	123 – 140

Analyzing Political Trends and Discourse on Twitter of Influential Indonesian Accounts — Muzahid Akbar Hayat, Sri Mariati Soraidah, Muhammad Naufal Rofif, Annisa Rira Asriani, Parihin —	141 – 156
Sensemaking of Stakeholder Identity Construction in Determining Potential Social Assistance Recipients — Veranus Sidharta, Juara P. Lubis, Sarwititi Sarwoprasodjo, Kudang Boro Seminar —	157 – 169
Communicating Public Information Disclosure and E-government Strategy in Pamekasan — Zulaikha, Daniel Susilo, Amirul Mustofa, Carl C. G. Dizon —	171 – 191

News Convergence Strategy For Human Resources Effectiveness: A Media Group Network Case Study

Rina Rahmadani¹, Rizki Briandana², Rustono Farady Marta³, Muhammad Raqib Mohd Sofian⁴

^{1,2} Universitas Mercu Buana

³ Universitas Satya Negara Indonesia

⁴ Universiti Sains Islam Malaysia

Email: ¹rahmadani.rr@gmail.com, ²rizki.briandana@mercubuana.ac.id, ³rustono.farady@usni.ac.id, ⁴m.raqib@usim.edu.my

ABSTRACT

Media consolidation and sustainability through convergence are proving to be effective strategies. Media Group Network (MGN) implemented a newsgathering convergence approach in 2021 based on human resources requirements. A project dubbed MGN Press brought together journalists from Media Indonesia, Metro TV, and Medcom.id. Multi-skilled individuals who can work across platforms are needed as journalists. The process is examined using the notion of media management strategy in broadcasting, which entails planning, organizing, directing, and controlling, to meet organizational objectives. In-depth interviews and observation are used as part of the case study methodology in this study. The study's findings demonstrate that changing a journalist's skill set is not an easy task. It is critical during the planning phase to assign the most qualified individual to oversee the convergence of newsgathering. Additionally necessary is the creation of organizations that represent the three platforms' journalists. Media Group Network continues to direct and inspire despite a variety of constraints and challenges. The future deployment of newsgathering convergence can be improved using control and evaluation mechanisms. The news collecting convergence method may increase the effectiveness of human resources when it is put into practice.

Keywords: Convergence, efficiency, human resources, newsgathering

ABSTRAK

Konsolidasi dan keberlanjutan media melalui konvergensi terbukti menjadi strategi yang efektif. Jaringan Grup Media (MGN) menerapkan pendekatan konvergensi pengumpulan berita pada tahun 2021 berdasarkan kebutuhan sumber daya manusia. MGN Press mempertemukan jurnalis dari Media Indonesia, Metro TV, dan Medcom.id. Individu multi-keterampilan yang dapat bekerja lintas platform dibutuhkan sebagai jurnalis. Proses tersebut ditelaah dengan menggunakan pengertian strategi manajemen media dalam penyiaran, yang mencakup perencanaan, pengorganisasian, pengarahan, dan pengendalian, untuk mencapai tujuan organisasi. Wawancara mendalam dan observasi digunakan sebagai bagian dari metodologi studi kasus dalam penelitian ini. Temuan penelitian menunjukkan bahwa mengubah keahlian jurnalis bukanlah tugas yang mudah. Sangat penting selama fase perencanaan untuk menugaskan individu yang paling memenuhi syarat untuk mengawasi konvergensi pengumpulan berita. Selain itu yang diperlukan adalah pembentukan organisasi yang mewakili jurnalis dari ketiga platform tersebut. Media Group Network terus mengarahkan dan menginspirasi meskipun dengan berbagai kendala dan tantangan. Penyebaran konvergensi pengumpulan berita di masa depan dapat ditingkatkan dengan penggunaan mekanisme kontrol dan evaluasi. Metode konvergensi pengumpulan berita dapat meningkatkan efektivitas sumber daya manusia ketika dipraktikkan.

Kata Kunci: Konvergensi, efisiensi, sumber daya manusia, pengumpulan berita

Citation : Rahmadani, R., Briandana, R., Marta, R. F., & Sofian, M. R. M. (2024). News Convergence Strategy For Human Resources Effectiveness: A Media Group Network Case Study. *Nyimak Journal of Communication*, 8(1), 37–57.



INTRODUCTION

The beginning of the media convergence era in Indonesia was marked by the launch of online platforms in addition to the conventional media platforms by conventional media industry players (Yoedtadi et al., 2021). Since 1998, many media entrepreneurs in Indonesia have developed a multiplatform strategy (Tanner & Smith, 2007). Print and broadcast media organizations rushed to transform themselves and set up online news portals to present news online. The first online media site in Indonesia is Republika.co.id (Sambo, 2017). In 1998, Kompas newspaper launched Kompas.com under the auspices of PT Kompas Cyber Media (Sambo, 2017). Kompas now bills itself as a multimedia information source with a range of platforms, including the internet, mobile, and other digital devices, rather than just a daily with printed content. The management of Kompas wants to increase the number of users of Kompas digital media while retaining readers of its printed publications with this approach. They still purchase newspapers and, of course read Kompas on digital platforms (Geni et al., 2021).

Electronic media, like television stations, must innovate in the age of media convergence (Chalaby, 2016; Enli & Syvertsen, 2016). This includes offering viewers the option to watch television shows online as well as innovative broadcast programming. According to Ishadi SM, general chairman of the Indonesian Private Television Association (ATVSI), 40% of young people now watch television on mobile devices rather than on physical television sets (Tapsell, 2015). It is now required of traditional media to create websites and digital formats. Conventional media also uses a range of ICT tools to help with corporate development and news gathering, processing, and broadcasting. With its multiplatform approach, Indonesian media has created a notion known as media convergence (Murschetz, 2016).

However, media convergence is not merely a technological shift or phenomenon, it also suggests a shift in industrial, social, and cultural paradigms (Khadziq, 2016). Technology represents half the story, with the other half being business, which is the driving force behind convergence (Peil & Sparviero, 2017). In a competitive market where every participant is after the lion's share of the pie, convergence is a media management strategy to increase competitive strength and minimize future uncertainty (Yoedtadi et al., 2021). Convergence is not only about changing technology but also concerning the transformation of media institutions themselves (Briandana et al., 2020). For this reason, media convergence is more of a process than a result (Zotto, 2016).

Media convergence triggers changes in media organizations, especially in the newsrooms (Geni et al., 2021). Media convergence is reshaping the journalism landscape in several ways (Ekström & Westlund, 2019). In the era of media convergence, the boundaries between

media channels are blurred and journalists are increasingly expected and demanded to produce multimedia content and deliver news across multiple platforms (Perreault & Ferrucci, 2020). These journalists, who are often referred to as one-man-band or backpack journalists, are required to collect, process, and present data on various platforms (Norbäck, 2021). Many organizations or media entrepreneurs think that this type of multi-skilled journalist has the potential to produce more news for the same or even less cost (Kunelius & Reunanen, 2012). Media organizations can therefore minimize costs due to increased productivity and fewer reporters are required (Peil & Sparviero, 2017).

Social and cultural changes that influence media convergence can provide a better context in Indonesia. Several studies conducted by Geni et al., (2021); Pradsmadji & Irwansyah, (2019); Tapsell (2014) shows that the media industry must converge for the sustainability of its media. This is because the landscape of the media industry in Indonesia is very dynamic (Briandana & Irfan, 2019). Media continues to be an inseparable part of human life, therefore the development of the media industry is always important for society (Perreault & Ferrucci, 2020). However, there are steps that need to be taken to ensure that industry prioritizes serving the interests of society, because we cannot surrender our common life solely to business interests. Concentration in the media industry occurs as an inevitable consequence of the capital interests that drive the development of the media industry in Indonesia (Aisyah & Nursatyo, 2024; Hariyadi, 2023). The current media oligopoly endangers citizens' right to information because the media industry has become profit-oriented and media companies have represented a profitable business image that can be shaped by the interests of the owners and thus, the media business has become very profitable for those who seek power (Tapsell, 2015). This is especially the case for several media owners who are also affiliated with the world of politics. Aburizal Bakrie, General Chair of the Golkar Party who is also the owner of the Viva Group, Hary Tanoesoedibjo the owner of Perindo Party and Surya Paloh, founder of the NasDem political party who is also the owner of the Media Group, are three clear examples of this trend. There is a growing general perception that the interests of these media owners have endangered citizens' rights to the media, because they use the media as a political campaign tool to influence public opinion (Jamil et al., 2019). It can be concluded; the media has become a mechanism through which business people and politicians convey their interests and at the same time also take profit from their business.

The current media problem is media convergence and digitalization (Murschetz, 2016). This forces and will continue to pressure the media industry to create multiplatform businesses that will go beyond conventional media (Yoedtadi et al., 2021). This will result in the integration of the content provider industry with the telecommunications industry as a

way to create technology-based multiplatform media. Media convergence has forced the industry to prepare its infrastructure, because it is inevitable that infrastructure plays an important role (Peil & Sparviero, 2017). Even so, the impact on human resources in a company forces efficiency and one of these is multi-tasking, which is a competency that a person must have.

Based on human resources needs, Media Group Network adopted a newsgathering convergence strategy in 2021. It synergizes its three media business units, namely Media Indonesia (a national newspaper), Metro TV (a national news television), and Medcom.id (an online news portal) into one newsgathering process. Journalists from the three platforms are brought together in a convergence project named MGN Press.

The convergence of newsgathering has forced the Media Group Network to reorganize the skills of its journalists. A convergent journalist in MGN Press is required to be multi-skilled and multitasking, hence the increasingly popular term video journalists. A convergent journalist within MGN Press must have print, television, and online media skills. The coverage of a convergent journalist can be used for multiple platforms of the Media Group Network.

The head of Assignment Editor at MGN Press, Ade Firman, stated that by becoming a video journalist, it is hoped that human resources efficiency is achieved.

“In order to address the growing need for human resources, we are striving to collaborate across platforms. The convergence method is also used in response to financial demands, which ask how to build a company that uses financial and human resources more effectively. The modern workforce needs to be multitasking and multiplatform because we want to develop multitasking human resources (Ade Firman, 2021).

Wayan Eka Putra, the Deputy Head of News Convergence Project MGN, also mentioned that currently, conventional mass media advertising revenue differs from the revenue of the previous 5-10 years and that carrying out the same business model equals committing suicide. Media Group Network's revenue growth slowed between 2018 and 2021, particularly during the Covid 19 epidemic. Revenue increase in 2019 was positive 5% as compared to 2018, hence in 2020, it should fall by -4%. In contrast, it should have decreased by -19% in 2021 as compared to 2020. The primary business of Media Group Network saw the largest decline: television. According to Neil R. Tobing, deputy chairman of the Indonesian Private Television Association (ATVSI), the COVID-19 pandemic has, on average, caused a 21 percent decline in advertising spending in the country's television business (Utama, 2022). Referring to this data, justification for selecting Media Group Network as the research object was carried

out. Meanwhile, other media such as Trans Corp, Viva Group and Emtek Group experienced a decline in revenue during the pandemic because they had not yet implemented overall convergence.

Human resource efficiency initiatives carried out by Media Group Network by implementing a newsgathering convergence strategy are a challenge in themselves. Don Bosco Selamun, the President Director of Metro TV, stated that entering the convergence era was not easy as it required a change in mindset from independent work within certain the Media Group Network business unit to collective work. Newsgathering convergence forces journalists to change. The journalists of Media Indonesia, for example, who used to work without being rushed, are now required to work faster and be able to create and produce videos. Meanwhile, Metro TV journalists are required to be able to write more in-depth news. Likewise, Medcom.id online journalists must be able to adapt to the needs of print and television.

Each platform's leaders acknowledged that the decision to conduct a news gathering convergence caused a culture shock at the journalist level. Most journalists, particularly those in print and online media, were shocked by this policy because they felt it was an extra task. Ade Alawi, the Deputy News Director of Media Indonesia, stated that it takes a considerable amount of time to provide understanding to journalists. The challenge of journalism in the future is to master multitasking, and we are emphasizing this to journalists. Ade says that management desires journalists to conduct convergence with awareness instead of force. With awareness, they can carry out their duties well and responsibly.

The existence of convergent journalists can meet and cover the requirement for human resources for reporting on three platforms: Media Indonesia, Metro TV, and Medcom, stressed Nunung Setiyani, Head of News Convergence. Platforms no longer must be concerned about a shortage of personnel in the field due to the convergence of news gathering, as journalist deployment can now be completed through MGN Press. The primary justification for implementing the news gathering convergence strategy in the Media Group Network is the anticipated significant influence on the effectiveness of human resources.

Based on the explanation above, this research aims to analyze the efficiency of human resources, and what concrete impact the implementation of convergence strategies has on the performance of journalists in the Media Group Network.

This study uses the theory of broadcasting media management strategy. A strategy is essentially the planning and management to achieve a certain goal. Researchers utilize broadcast media management strategies to coordinate existing resources (people and goods)

to ensure that the goals of the media are accomplished. Broadcasting media management includes four basic functions, namely planning, organizing, directing and influencing, and controlling (Geni et al., 2021).

Media transformation towards convergence can adopt the type of convergence proposed (Ahmad & Popa, 2014), known as journalistic convergence. According to Grant and Wilkinson (2009), journalistic convergence suggests that journalists who previously worked on different platforms, namely newspapers, magazines, radio, or online platforms, come together to provide quality news in a variety of different formats. The group of unified journalists can share resources and information. The unification can also mean joint reporting and production within a project, or it could also imply a one-man band or backpack journalist who covers and produces news for various media platforms (Witschge & Harbers, 2018).

Convergence is proving to be an efficient strategy for media consolidation and sustainability (Bossio & Holton, 2021). In economic terms, convergence drives cost-effective production through information and resource sharing by coordinating content distribution (Madonna, 2018). Media convergence becomes an economic strategy when media companies seek financial gain by creating various types of media platforms they must work with. Future integrated media organizations require media workers with integrated capabilities. Media convergence prompts media workers to multitask since the results of one news coverage are published on multiple media platforms to achieve efficiency. Media convergence enables companies to maximize their human resources (Walters, 2022).

Backpack journalists provide an advantage for newsrooms with few staff members (Walters, 2022). Creating multi-skilled journalists potentially increases cost-effectiveness, reorganizes newsrooms, and provides a valid reason for termination of employment (Casero-Ripollés et al., 2016; Putri et al., 2020). Many media organizations believe those multi-skilled journalists have the potential to produce more news content for the same or even less cost. Media organizations can minimize costs due to increased productivity and fewer reporters (Yoedtadi et al., 2021). Several business actors even view media convergence as an efficient strategy for production since it only takes one journalist to produce coverage for various channels simultaneously. Based on previous research, this research has an element of novelty in uncovering the dynamics of the convergence trend occurring in the media industry, where several companies from television, online media and news portals unite in the context of human resource efficiency.

RESEARCH METHOD

This study employed a qualitative approach with a case study method to analyze how newsgathering convergence strategy increases human resource efficiency in Media Group Network. This study utilizes a post-positivism paradigm, in which something is viewed as impossible to reach a truth claim if the observer takes a distance from what is being studied (Lindlof & Taylor, 2011). Therefore, the relationship between observers must be interactive, provided that the observer is as neutral as possible, so that subjectivity can be reduced to a minimum (Yin, 2013).

This research was conducted in the period January 2021 to March 2022. Data collection techniques were carried out through in-depth interviews with selected informants. The justification for selecting informants is based on informant criteria, namely: experience of resource persons who have worked for more than 10 years, informants who are structural officials and at managerial level, as well as policy makers in the company as well as controlling the implementation of newsgathering convergence in Media Group Network. The study informants include the president director of Metro TV, the news director of Media Indonesia, the deputy news director of Media Indonesia, the editor-in-chief of Medcom.id, the head of News Convergence Project, the deputy head of News Convergence Project, the head of the assignment editor, the head of Research and Story Builder at MGN Press, and the senior journalist. Analysis and verification of data validity is carried out through source triangulation, where academics and practitioners verify documents from the results of interviews that have been conducted.

Data analysis techniques include data collection, data condensation, data display, and conclusion drawing or verification (Jankowski & Jensen, 2002). Meanwhile, the data validity technique used by researchers in this study is source triangulation, by checking the data that has been obtained through several sources. The source, in this case, is an expert in the field of media convergence from the University of Indonesia, who also serves as the head of R&D for Media Indonesia.

DISCUSSION

In November 2021, Media Group Network implemented a newsgathering convergence strategy by uniting journalists from its three business units, namely Media Indonesia, Metro TV, and Medcom.id into a convergence project called MGN Press. The results of the study revealed that the growing need for human resources is the main reason why the convergence

process in the Media Group Network had to be carried out in 2021, as stated by the head of the assignment editor of MGN Press, Ade Firman.

“TV was mostly composed of cameramen rather than reporters. Meanwhile, Media Indonesia also needed human resources (journalists), as did Medcom, which only had 6 reporters. If you rely on each platform, you need large recruitment” (Ade Firman, Head of Assignment Editor, July 2022).

The head of the news convergence project, Nunung Setiyani, stated that the idea of convergence of newsgathering was indeed based on the desire to unite human resources, in the Media Group Network. The combination of human resources was expected to address the issue of journalist shortage on each platform.

“We must be efficient in using human resources. We can no longer freely hire many people. If we recruit people specifically for print media only to fulfill all print needs and do a similar approach for TV needs and online needs” (Nunung Setiyani, Head of News Convergence Project, July 2022).

Based on the statement above, the newsgathering convergence strategy is considered a way to solve the problem of human resource needs, which are continually on the increase at Media Group Network. Amid declining conventional media revenue, companies can no longer freely recruit new journalists only to meet the needs of only one platform. The media convergence strategy is therefore a necessity, as stated by Wayan Eka Putra, the deputy head of the news convergence project.

“Current revenue is much smaller compared to 5-10 years ago. If we keep doing the same business, it is the same as committing suicide. Because of convergence, allows us to add new channels. That is one of the positive effects of convergence.” (Wayan Eka Putra, Deputy Head of News Convergence Project, November 2021).

Journalists who are members of MGN Press must make various adjustments, starting from changing work patterns, increasing cross-platform skills, and changing the mindset that they are no longer print, television, or online journalists. A journalist of Media Indonesia is required to be able to create videos, write and send scripts faster and be able to do live reports for television needs. While a Metro TV reporter is usually accompanied by a camera person and vice versa, now, they must be able to do reporting on their own. A reporter must

be able to take photos and videos, and a camera person must be able to write scripts and do live reports. Meanwhile, a Medcom.id journalist must also have the skills of print and television journalists. The multi-skilled and multitasking ability of journalists eventually gave rise to the term “video journalist” or VJ. However, creating a video journalist is not simple, as acknowledged by the person in charge of news gathering convergence in the Media Group Network and the president director of Metro TV, Don Bosco Selamun.

“How to inform people that they have to be multi-skilled and multitask, that’s a problem. I said it is not easy, and everyone says it’s hard to do. Getting people to multitask is not easy.” (Don Bosco Selamun, President Director of Metro TV, June 2022).

According to Don Bosco, apart from competence, another big challenge is how to change the mindset and minimize the sectoral ego of the platform.

“In each platform, the people have their egos. But we can minimize this. There must be a common understanding that I am no longer a TV person, a print person, or an online person. The mindset must be changed, it can no longer be an ego-centered platform.” (Don Bosco Selamun, President Director of Metro TV, June 2022).

This challenging process can be observed from the stages of the newsgathering convergence strategy that the Media Group Network went through to achieve human resources efficiency.

In the planning stage, selecting the person in charge is extremely important. The person in charge (PIC) is crucial to ensure that the newsgathering convergence processes are well-executed. Don Bosco Selamun was appointed as the convergence PIC of Media Group Network. Don was considered an acceptable figure as a platform leader since he is a senior executive at Media Indonesia and Metro TV.

“There must be a leader, a person who can drive people. If there is no leader, it will be very difficult to get people at the platforms to converge, because intention alone is not enough. Choosing the right leader is one of the important aspects” (Nunung Setiyani, Head of News Convergence Project, July 2022).

The editor in chief of Medcom.id stated a similar remark that sectoral ego is the toughest challenge.

“Now, this is already a shirt and is made into pants. We have instructed newspaper reporters to be TV reporters, who have live reports, and so on. Not impossible, not impossible, but not easy” (Indra Maulana, Editor-in-Chief of Medcom.id, July 2022).

Even the decision to unite journalists under MGN Press caused a culture shock.

“At first, everyone was frankly shocked by the policy, especially at the field level, at the reporter level, because they felt that this was extra work. But we conveyed to employees that the challenge of journalism in the future would be how we master many skills or can be multi-skilled” (Ade Alawi, Deputy News Director of Media Indonesia, June 2022).

Don Bosco realized that changing the employee mindset that had been rooted for years and even decades required time and patience. To speed up the process, he formed a small team consisting of representatives from each platform. The team under the leadership of Nunung Setiyani regularly visited the platform to build communication and relay the importance of convergence as an effort to human resources efficiency. The dialogue method was selected as the most effective way to build awareness and understanding.

After all parties agreed, Don and a small team conducted training sessions for journalists from Media Indonesia, Metro TV, and Medcom.id. The training was only a basic understanding of cross-platform skills and took place before the merger of journalists from the three official platforms. The type of training provided is a workshop on introducing technology and adapting to digital platforms. This training was organized directly by the media director, and proved to be very effective for 72 journalists in improving their abilities. This training is carried out continuously for three months alternately between journalists.

The unification of Media Indonesia, Metro TV, and Medcom.id journalists were officially carried out in early November 2021. The journalists who were brought together were daily journalists and contributors from three platforms.

Table 1. MGN Journalists

No	Journalist Platform	Amount
1	Metro TV	47
2	Media Indonesia	19
3	Medcom	6
	Total	72

Source: Research Findings (2022)

Although MGN Press is only a project, a standard structure has been formally established. MGN Press is led by a head of the News Convergence Project and assisted by a deputy head of the News Convergence Project. In daily duties, the leadership of MGN Press is assisted by two heads of assignment editors from Metro TV and Media Indonesia who oversee the assignment editor desk and traffic assignment editor. The assignment editor desk consists of 4 desks, namely the national desk, megapolitan and sports desks, regional and international desks, and socio-cultural and technology desks. Meanwhile, the traffic assignment editor is tasked with dividing assignments and managing reporter traffic on the day of coverage. Employees placed in the MGN Press structure, especially the assignment editor desk and traffic, are representatives of the three platforms, namely Media Indonesia, Metro TV, and Medcom.id.

“It was highlighted that if we only assign TV people, it is not sufficient for enriching coverage. On the other hand, if we put non-TV people, such as Media Indonesia and Medcom, they are not familiar with the visual aspect”. (Ade Firman, Head of Assignment Editor, July 2022).

In the MGN Press structure, apart from the assignment editor, a story builder was also formed. The story builder is responsible for polishing the script or journalistic coverage according to the needs or requests of the platform. Kabul Indrawan, the head of research and story builder, stated that at first, the story builder was established due to the cultural shock of the journalists who joined the MGN Press. Those who used to manage one platform, now must think about multiple platforms. Television journalists, for example, are required to be able to write long scripts. In the transition process, this issue sometimes becomes an obstacle. This is where the story builder comes in to polish the TV coverage script.

“At that time, there was a problem of culture shock. We addressed it by creating a story builder. Story builder is a group that contains representations from Media Indonesia, Medcom.id and Metro TV, who are at least an assistant editor, an editor, a coverage coordinator, a regional coordinator, or a junior producer” (Kabul Indrawan, Head of Research and Story Builder, July 2022).

After the structure was formed, to facilitate coordination and monitor the work of journalists, a system called News Box was created. News Box is a dashboard where plans, assignments, coverage results, story builders, and production results are presented.

“News Box is a bridge for platforms to receive news from journalists. The editor at Media Indonesia has access to this News box, and the producer will see the script and the video and will enter them into the Dalet system, as well as the website. This is like a basket for news from MGN Press journalists, serving as a bridge to each platform.” (Wayan Eka Putra, Deputy Head of News Convergence Project, November 2021).

From the research results, in organizing, MGN Press has established a standard structure, although with project status. The structure must reflect the people of each platform to maintain representation and equality so that the newsgathering convergence processes at Media Group Network run smoothly.

Establishing multi-skilled and multitasking journalists is not an instant process and is full of challenges. With regular training and learning by doing, most journalists are relatively successful in becoming video journalists. Ade Firman admitted that not all MGN Press journalists can directly be multi-skilled and multitask. However, according to Ade, although not optimal, MGN journalists are at least able to take photos and videos and write scripts, as was confirmed by Nunung Setiyani.

“Some journalists can also do live reports, and some TV journalists are also able to write long scripts” (Nunung Setiyani, Head of News Convergence Project, July 2022).

According to Nunung Setiyani, directing journalists who previously had long roots in their respective platforms requires a lengthy process. She also implemented a tandem strategy to direct and improve the quality of MGN Press journalists.

“Our journalists team up with the head of the desk. The head of R&D is asked to work with journalists” (Nunung Setiyani, Head of News Convergence Project, July 2022).

Nunung stated that the approach is important so that journalists do not feel alone in the transition process of becoming video journalists. Journalists feel there is a guide in doing their work. Nunung always opens a dialogue if there are difficulties. Nunung also creates an inventory of problems so that a problem can be immediately resolved.

As the head of the assignment editor in charge of coverage, Ade Firman stated that journalist coaching is carried out daily. The heads of the desks and the coordinators of coverage evaluate the daily performance of journalists. With daily evaluation, journalists are expected to improve their productivity. On Thursdays, a meeting is organized to monitor the progress of journalists. Journalists can discuss the difficulties they are experiencing and collectively seek the best solution. Meanwhile, in terms of quality, according to Ade, each platform also provides input on the daily performance of MGN Press journalists.

To motivate journalists, Nunung admitted to providing incentives for journalists with high productivity.

“During a certain period, we monitor the most productive journalist and give incentives from our pocket. The office is considering making the incentives official. The work is not simple and I am grateful that friends at the HR Department have started the process currently” (Nunung Setiyani, Head of News Convergence Project, July 2022).

Directing and motivating employees is extremely important in an organization to ensure that employees feel cared for and consequently offer productive contributions. The results of the study highlight that, despite many obstacles and limitations, the leadership of MGN Press has successfully achieved this objective.

Controlling the performance of MGN Press is carried out by looking at the productivity of journalists and contributors. According to Ade Firman, from November 2021 to March 2022, control was carried out on productivity to examine how far journalists were willing to work and whether they were aware of the duties required to serve many platforms. The productivity data is recapitulated every month by looking at the number of videos, photos, and manuscripts produced by journalists.

Nunung Setiyani, the head of the news convergence project, stated that supervision emphasizes that MGN Press journalists serve three platforms, as reiterated by Don Bosco Selamun, Gaudensius Suhardi, and Wayan Eka Putra.

“It will then be evaluated whether there need to be additional training sessions. So far, the most important thing is that there has been a change in mindset that we can no

longer work with the old pattern or work according to the old ways of thinking or paradigm” (Don Bosco Selamun, President Director of Metro TV, June 2022).

“At least there is an understanding, I do not just serve my platform. Because I am a journalist for MGN Press, I must serve many platforms. In terms of skills, many things need to be improved and we are still in the process of getting used to writing three versions” (Wayan Eka Putra, Deputy Head of News Convergence Project, July 2022).

According to Ade Firman, in addition to improving journalists’ skills, another aspect that must be evaluated is the status of MGN Press, which is still a project, which causes journalists to seem to work half-heartedly.

“The same thing at MGN Press is the News Box. This gives the impression that journalists are still on the old platform. The atmosphere is still like that. If the administrative and legal matters have been completed, they have been unified, so there are no more journalists from Media Indonesia, Medcom, and Metro TV” (Ade Firman, Head of Assignment Editor, July 2022).

The convergence of newsgathering at Media Group Network is still in progress and there is still a lot of homework to be done. However, the head of the news convergence project, Nunung Setiyani stressed that there is no turning back from the implementation of convergence. This has become a joint commitment from the management of the Media Group Network.

From the research results, it can be observed that the efficiency of human resources is achieved in several circumstances. There is no longer a shortage of human resources when it comes to platform coverage since most MGN Press journalists can act as video journalists. Video journalists can meet the needs of coverage in Media Indonesia, Metro TV, and Medcom.id on a 24-hour basis. The unification also enables the coordination of coverage through a single door, and there is no longer an accumulation of staff at one point, hence enabling wider coverage. MGN journalists are also able to serve the information gathering needs of other platforms on the Media Group Network, such as MG Radio and Metro Globe Network. It can be therefore said that the unification of journalists from Media Indonesia, Metro TV, and Medcom.id meets the needs of information gatherings at Media Group Network and enables better reporting operations.

Convergence is proving to be an efficient strategy for media consolidation and sustainability (Lecheler & Kruikemeier, 2016). This has led many media companies to

consolidate industry logic by promoting the “super journalist” paradigm. Media convergence, which can produce “super journalists”, has become a big attraction for media companies since it advocates journalists with various skills to produce more news content at the same or slightly more cost (Carlson & Berkowitz, 2014).

As a media company, Media Group Network also considers media convergence, in this case, newsgathering convergence, as an efficiency strategy. The convergence of newsgathering is a logical choice for Media Group amid higher human resource needs and declining revenue. However, the unification of journalists presents a big challenge for Media Group Network, especially in reorganizing and upgrading journalists’ skills.

The impact of this cultural change on the work environment and team dynamics at Media Group Network can be seen when management decides to converge. However, these changes are commonplace in organizations, where a rapid adaptation process needs to be carried out by journalists to overcome these changes. This is in line with research stated by Reynolds (2019) argued that forming multiskilled journalists is one of the most controversial forms of convergence since many doubt whether one journalist can produce quality content in all forms of media. According to Lichtenstein et al., (2021), the cross-platform training needed to produce multi-skilled journalists has always been a crucial issue in the United States. The chairman of the New York Times media company and publisher of The New York Times, at a conference at Northwestern University, stated that convergence is the “future” for the media. On the other hand, creating journalists who can work for print, online and television media is an extremely difficult undertaking, often described as a “hell of a challenge” process (Ekström & Westlund, 2019).

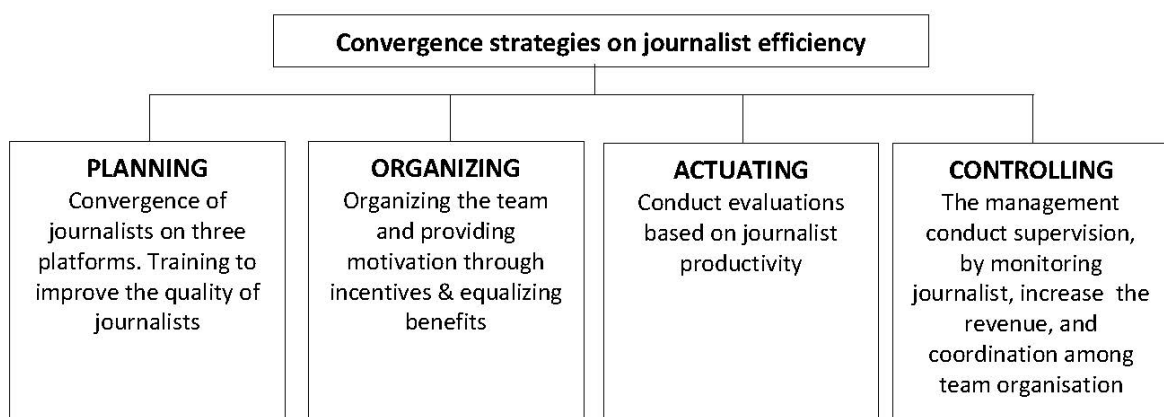


Figure 1. The Strategy of Media Convergence on Human Resource Efficiency

Source: Research Findings, 2022

From the research results, it is revealed that making print journalists have television and online skills, making television journalists have print and online skills, and making online journalists be able to produce works for TV and print are not easy tasks. Ensuring that journalists have three-platform skills is not something that can be achieved in a short period. For this reason, the first step taken by the Media Group Network is to change the mindset and minimize the ego of journalists and educate journalists to leave the old paradigm. A media practitioner from Denmark mentioned, "Convergence is always related to the mindset or how journalists see their role in society" (S. Jamil, 2020). For this reason, through various dialogue forums carried out simultaneously, the leaders of Media Group Network attempted to build a common awareness that the convergence strategy of newsgathering would not only result in efficiency for the company but also would improve the professional abilities of journalists themselves through cross-platform skills.

In their coverage, convergent journalists are required to be able to produce work that can be used on three or more platforms (Hilvania & Briandana, 2023). Fortunately, present technology supports such requirements. With a smartphone, it is easier for convergent journalists to perform three tasks in one report, namely taking photos, taking videos, and writing scripts (Reynolds, 2019). This is in line with what Rich Gordon stated in that digital technology makes it easier for journalists to be multi-skilled. However, Gordon stressed that multi-skilled journalists will not be created if there are no adequate training and tools. This is well realized by the Media Group Network. Training, direction, and guidance are continuously carried out to help improve journalists' competence, starting from basic training and learning by doing in the field.

The results of this research certainly criticize other media organizations in Indonesia, such as Trans Corp, Viva Group and Emtek Group, which have not implemented full convergence. The results of research carried out by Nugroho (2023); Kencana & Meisyanti (2020); Sudarsono & Olivia (2021) shows that these three media organizations could experience problems if they do not implement resource efficiency strategies. Convergence forces media institutions to change their systems massively, this is also in line with research conducted by Hilmansyah (2023) newsgathering convergence occurs when journalists in a media organization are multi-skilled and multitasking or are "super journalists". In terms of research on Media Group Network, it can be said that most of its journalists have been able to achieve such capability, despite the need for quality improvement. For Media Group Network, journalists are aware that they must be multi-skilled and work on multiple platforms. In terms of productivity, the coverage of MGN journalists is considered sufficient.

Regardless of the challenges, Media Group Network realizes that newsgathering convergence is the right strategy to maximize human resources utilization. The results of the study indicate that the efficiency of human resources is achieved. Journalists can now act as a video journalist. Another point of criticism is that examining the sustainability of strategies over time will provide a more holistic understanding of their impact on human resources. So, the findings from this research will be valuable for companies in maintaining business continuity. The successful implementation of convergence at Media Group Network is inseparable from the involvement of all parties and the shared awareness that newsgathering convergence is a necessity. Careful planning, good organization, directing and influencing according to objectives as well as controlling and evaluating for future improvements are very important in the implementation of newsgathering convergence at Media Group Network.

CONCLUSION

In conclusion, the result highlights the significance of media convergence in Indonesia, emphasizing the shift in paradigms and the need for multi-skilled journalists to adapt to the changing landscape. Media Group Network's implementation of newsgathering convergence demonstrates the efficiencies and challenges associated with this strategy, underscoring the importance of ongoing training and evaluation for journalists to excel in a multiplatform environment. This is certainly different compared to other media such as Trans Corp, Viva Group and Emtek Group which have not adopted an overall convergence strategy. So, the results of this research can be a reference for other media in maintaining business continuity. Convergence carried out not only from the equipment aspect, but also from the resource aspect is the right strategy as carried out by Media Group Network in the current era. Media Group Network has succeeded in increasing human resource efficiency by developing multi-skilled and multi-platform journalists because one journalist's coverage can be used on various platforms. Due to coordination of reporting through MGN Press, the reporting team no longer gathers in one location. The collaboration of journalists and contributors has resulted in broader coverage. Media Group Networks does not need to expand its coverage crew to add more business units.

Meanwhile, research results also show that the dynamics of the media industry are closely correlated with the development of media policy or the lack of development of media policy. In many cases, the government as a regulator experiences difficulties in aligning regulations with the rapidly changing media industry environment. An unresponsive

government has allowed industry to move freely without strict regulations. This lack of strict regulatory framework is clearly visible in Broadcasting Law no. 32/2002, which has been continuously criticized by various civil society organizations, media activists, and also by the media industry itself.

ACKNOWLEDGEMENT

Researchers would like to express their gratitude to everyone who contributed to this study, particularly Universitas Mercu Buana and the Media Group Network.

REFERENCES

- Ahmad, N., & Popa, I.-L. (2014). The social media usage and the transformation of political marketing and campaigning of the emerging democracy in Indonesia. In *Social media in politics* (pp. 97–125). Springer.
- Aisyah, S., & Nursatyo. (2024). KEBIJAKAN REDAKSIONAL MEDIA ONLINE DALAM MENYEBARKAN BERITA MELALUI MEDIA SOSIAL. *Jurnal Netnografi Komunikasi*, 2(2), 1–16.
- Bossio, D., & Holton, A. E. (2021). Burning out and turning off: Journalists' disconnection strategies on social media. *Journalism*, 22(10), 2475–2492.
- Briandana, R., & Irfan, M. (2019). Broadcasting Management: The Strategy of Television Production Configuring for Sustainability in the Digital Era. *International Journal of English Literature and Social Science*, 4(6), 1879–1886.
- Briandana, R., Pribadi, E., & Balaya, S. (2020). Mapping the Convergence Trends of Television Broadcasting Media in Indonesia. *Bricolage: Jurnal Magister Ilmu Komunikasi*, 6(02), 147. <https://doi.org/10.30813/bricolage.v6i02.2120>
- Carlson, M., & Berkowitz, D. (2014). 'The emperor lost his clothes': Rupert Murdoch, News of the World and journalistic boundary work in the UK and USA. *Journalism*, 15(4), 389–406.
- Casero-Ripollés, A., Izquierdo-Castillo, J., & Doménech-Fabregat, H. (2016). The journalists of the future meet entrepreneurial journalism: Perceptions in the classroom. *Journalism Practice*, 10(2), 286–303.
- Chalaby, J. K. (2016). Television and globalization: The TV content global value chain. *Journal of Communication*, 66(1), 35–59.

- Ekström, M., & Westlund, O. (2019). The dislocation of news journalism: A conceptual framework for the study of epistemologies of digital journalism. *Media and Communication*, 7(1), 259–270.
- Enli, G., & Syvertsen, T. (2016). The End of Television—Again! How TV Is Still Influenced by Cultural Factors in the Age of Digital Intermediaries. *Media and Communication*, 4(3), 142–153.
- Geni, G. L., Briandana, R., & Umarella, F. H. (2021). The Strategies of Television Broadcast During the Covid-19 Pandemic: A Case Study on Indonesian Television. *Malaysian Journal of Communication*, 37(2), 243–256. <https://doi.org/https://doi.org/10.17576/JKMJC-2021-3702-15>
- Hariyadi, T. (2023). STRATEGI KONVERGENSI TV ONE MENGHADAPI ERA NEW MEDIA. *Jurnal Netnografi Komunikasi*, 1(2), 13–20.
- Hilmansyah, M. W. (2023). SPASIALISASI DAN INDIKASI KONGLOMERASI PERUSAHAAN MEDIA TRANS CORP. *Media Bina Ilmiah*, 18(3), 543–554.
- Hilvania, I., & Briandana, R. (2023). Strategi Pengelolaan Media Digital Newcomer Suara. Com Ditengah Arus Konvergensi. *Jurnal Ilmu Komunikasi Dan Bisnis*, 9(1), 76–91.
- Jamil, A., Rekarti, E., Briandana, R., & Audinna, S. (2019). The Role of Social Media Hashtags in Political Promotions: Mediating Role of Supply Chain Communication. In *Int. J Sup. Chain. Mgt* (Vol. 8, Issue 6). <http://excelingtech.co.uk/>
- Jamil, S. (2020). Ethnic news media in the digital age: the impact of technological convergence in reshaping journalists' practices in Pakistan. *Journal of Multicultural Discourses*, 15(2), 219–239.
- Jankowski, N. W., & Jensen, K. B. (2002). *A handbook of qualitative methodologies for mass communication research*. Routledge.
- Kencana, W. H., & Meisyanti, M. (2020). The implementation of mass media digital platform in Indonesia. *Komunikator*, 12(2), 90–105.
- Khadziq, K. (2016). KONVERGENSI MEDIA SURAT KABAR LOKAL (Studi Deskriptif Pemanfaatan Internet Pada Koran Tribun Jogja dalam Membangun Industri Media Cetak Lokal). *Profetik: Jurnal Komunikasi*, 9(1), 5–20. <https://doi.org/10.14421/pjk.v9i1.1187>
- Kunelius, R., & Reunanen, E. (2012). The Medium of the Media: Journalism, Politics, and the Theory of “Mediatisation.” *Javnost-The Public*, 19(4), 5–24.

- Lecheler, S., & Kruike-meier, S. (2016). Re-evaluating journalistic routines in a digital age: A review of research on the use of online sources. *New Media & Society*, 18(1), 156–171.
- Lichtenstein, D., Herbers, M. R., & Bause, H. (2021). Journalistic YouTubers and their role orientations, strategies, and professionalization tendencies. *Journalism Studies*, 22(9), 1103–1122.
- Lindlof, T. R., & Taylor, B. C. (2011). Sensemaking: qualitative data analysis and interpretation. *Qualitative Communication Research Methods*, 3(2), 241–281.
- Madonna, M. (2018). *Independence of Journalist in Facing Advertiser's Sources (Case Study: Commodification of Workers in TOP Newspaper)*. 260(Icomacs), 44–46. <https://doi.org/10.2991/icomacs-18.2018.10>
- Murschetz, P. (2016). Connected television: Media Convergence, Industry Structure, and Corporate Strategies. *Annals of the International Communication Association*, 40(1), 69–93.
- Norbäck, M. (2021). Back to the future of journalist work? Entrepreneurial subjectivity and freelance journalism in Sweden. *Journalism*, 14648849211033132.
- Nugroho, A. (2023). TV One Newsroom Convergence Facing the New Media Era. *Digicommtive: Jurnal of Communication Creative Studies, and Digital Culture*, 1(1), 71–81.
- Peil, C., & Sparviero, S. (2017). Media convergence meets deconvergence. *Media Convergence and Deconvergence*, 3–30.
- Perreault, G. P., & Ferrucci, P. (2020). What is digital journalism? Defining the practice and role of the digital journalist. *Digital Journalism*, 8(10), 1298–1316.
- Pradsmadji, S. I., & Irwansyah, I. (2019). Media Convergence in the Platform of Video-on-Demand: Opportunities, Challenges, and Audience Behaviour. *Jurnal ASPIKOM*, 11(2), 141. <https://doi.org/10.24912/jk.v11i2.4060>
- Putri, L. D., Andika, D., & Annisarizki. (2020). The Journalists Has Built Self Meaning: Spreading Hate Speech in Presidential Election 2019 in Banten. *Aspiration Journal*, 1(2), 182–207.
- Reynolds, C. (2019). Building theory from media ideology: Coding for power in journalistic discourse. *Journal of Communication Inquiry*, 43(1), 47–69.
- Sambo, M. (2017). *Pengantar jurnalisme multiplatform*. Kencana.
- Sudarsono, A. B., & Olivia, H. (2021). Mediamorfosis industri media televisi: Studi lembaga bisnis EMTEK pada platform digital vidio. com. *COMMENTATE: Journal of Communication Management*, 2(1), 1–16.

- Tanner, A., & Smith, L. (2007). Training tomorrow's television journalists: In the trenches with media convergence. *Electronic News*, 1(4), 211–225.
- Tapsell, R. (2014). Digital media in Indonesia and Malaysia: Convergence and conglomeration. *Asiascope: Digital Asia*, 1(3), 201–222.
- Tapsell, R. (2015). Platform convergence in Indonesia: Challenges and opportunities for media freedom. *Convergence*, 21(2), 182–197.
- Utama, L. (2022, January 31). Neil R Tobing Mastel: Media Sosial Perlu Diatur UU Penyiaran. *Viva.Co.Id*.
- Walters, P. (2022). Reclaiming control: How journalists embrace social media logics while defending journalistic values. *Digital Journalism*, 10(9), 1482–1501.
- Witschge, T., & Harbers, F. (2018). The entrepreneurial journalist. In *The Routledge handbook of developments in digital journalism studies* (pp. 64–76). Routledge.
- Yin, R. K. (2013). Applications of case study research. In *Applied Social Research Methods Series* (Third). Sage Publications. <https://doi.org/10.1097/FCH.0b013e31822dda9e>
- Yoedtadi, M. G., Ronda, A. M., & Wahid, U. (2021). Television and Social Media Convergence (Convergence Continuum and Journalistic Convergence Analysis at Indosiar). *Asian Research Journal of Arts & Social Sciences*, 14(3), 56–72.
- Zotto, C. D. (2016). *Media Convergence as Evolutionary Process*. Dalam *Lugmayr, A & Zotto, C. D* (Ed).

