

MANDIRI FM CILEGON RADIO BROADCASTING MANAGEMENT STRATEGY IN ATTRACTING LISTENERS INTEREST IN THE NYENYORE PROGRAM

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ABSTRACT

Nyenyore is one of the broadcast programs on Radio Mandiri FM Cilegon. This program provides musical entertainment and information about community activities in the afternoon. However, this program is relatively new, this makes it difficult for Radio Mandiri FM to get listeners because of the decreasing intensity of conventional radio listeners and other private radio broadcasting institutions have long had broadcast programs at prime time. To overcome this, proper radio broadcasting management is needed so that Nyenyore programs can be packaged well. This research uses a post-positivist paradigm through a qualitative approach with a case study method, because it will explore the performance of human resources in broadcast management. The technique for determining informants uses purposive sampling, namely determining informants because they know the problem being studied. Researchers chose 4 (four) key informants, namely radio management, broadcasters and radio observers. As a result, these informants were able to answer the research objectives which were to understand the Nyenyore program. The results of this research show that the stages of planning, organizing, directing and providing influence and supervision have been carried out by broadcasting management in managing the Nyenyore program.

Keyword: *Mandiri FM Cilegon Radio, Nyenyore Program, PODC Management.*

INTRODUCTION

Radio is a public means that aims to disseminate information via electromagnetic waves. It can be seen that radio has the ability to reach every listener who is carrying out other activities. What's unique is that radio waves can propagate in the air or in a vacuum. So the discovery of radio technology is the most important discovery in human history (Romli & Asep Syamsul, 2012).

LPPL (Local Public Broadcasting Institution) 102 Mandiri FM Cilegon presents broadcast programs that are informative and entertaining and can educate the people who listen to them. It's not only limited to that, because as a radio owned by the Cilegon City Government, it must always provide socialization of several programs or policies that have been carried out to the community through conventional mass media. (monica veronita, 2013)

Each broadcast program must refer to the choice of a particular broadcast format. As many competitors have their own audience market segmentation. The broadcast format can be realized in the form of a basic understanding of the processing of a broadcast so that it can be accepted by the audience (Morissan, 2008).

Nyenyore is a broadcast program that does not only provide music entertainment and talk shows by bringing in speakers from various circles, especially people who can provide inspiration and motivation for its listeners to be useful. Apart from that, *the nyenyore program* was created specifically to interpret the various uniqueness of people's activities from the past when they were outside the home in the afternoon. Although the program provides information that can educate the public in socializing community activities through the *nyenyore* program. (yohannes dakhi, 2016)

If you look at the process of disseminating information through online media such as several social media platforms and radio streaming which are used as supporting tools. So that conventional radio listeners have a decline in listeners (Siantari Rihartono, 2015).

The trend of radio listeners tends to decline. BPS data states that the percentage of the Indonesian population who listened to radio in 2019 was 22.13%, in 2012 it was 17.4%, in 2015 it was 7.3%, and in 2018 it rose again to 12.7%. And in 2021 it will be 9.25%. The decline in the number of radio listeners is due to competition with other mass media such as online media or conventional media. To survive, radio broadcasting institutions must create strategies to attract listeners' interest in packaging broadcast programs better to attract people to listen to the radio.

Currently, audiences are increasingly creative and selective in choosing online media or conventional mass media which is most needed currently to obtain information. This is a challenge for radio broadcasting institutions that still use conventional methods. So radio broadcasting institutions must create strategies to attract listeners' interest in packaging broadcast programs better in order to attract people to listen to the radio (Nasution, 2018).

Management can be said to be a process through which work in an organization or company is generally related to coordinating with each other to achieve predetermined goals (Juniawati, 2016).

Broadcasting management is the process of planning, organizing, directing and providing influence and supervision to achieve organizational goals through coordinating the use of existing resources. (Mondy, 1983:10 (in Morissan, 2018:136).

By going through the stages that have been prepared and are the responsibility of HR (human resources) and the related elements therein. Therefore, every radio broadcasting institution must know and understand the four basic functions of management towards employees to be able to carry out their responsibilities well, including the following:

1. Planning

In this stage, the process does not end when the plan has been established, implementing the plan must be carried out immediately. Planning includes activities with objectives for broadcast media and preparing plans and strategies used to achieve these objectives (Morissan, 2008).

2. Organizing

In this stage, the process of preparing an organizational structure that is in accordance with the organization's goals, the resources available include the environment. An organizational system has two main aspects for compiling an organizational structure, namely, departmentalization and division of work (Morissan, 2008).

3. Directing and Providing Influence

This stage is carried out to increase the enthusiasm of employees in being responsible for carrying out production effectively. This activity covers four important things, namely, providing motivation, communication, leadership and training (Morissan, 2008).

a) Motivation. The success of a broadcasting station in achieving its goals is closely related to the level and degree of employee satisfaction in meeting these needs.

b) Communication. One of the most important factors in carrying out management functions effectively. The leadership implements a system that will be carried out by employees by providing goals and plans to broadcast stations so that they can participate which further motivates employees to remain good.

c) Leadership. Every individual has the ability to influence other people to work with goals and objectives. Leaders can be successful if they have certain traits or qualities such as charisma, forward-looking, and self-confidence.

d) Training. A company can select employees by looking at the competency, experience and background of each individual in carrying out certain responsibilities. However, broadcast

stations can accept new employees who have no experience, because they require special training in the classroom or on-the-job training.

4. Controlling

This stage is carried out to determine whether the goals of an organization or company have been achieved or not. It can be seen that when making activities it must be in accordance with what was planned. Supervision helps assess each process such as planning, organization, personnel preparation and direction which have been implemented effectively (Morissan, 2008)

In the end, professional broadcast management is the key to ensuring that radio continues to exist. Defhany's research (2017). states that MoraFM Radio can improve the quality of management in the digital era by implementing, firstly, good and optimal radio broadcast media management. Second, by implementing a strategic plan for radio broadcast media management to increase listener satisfaction and increase the number of listeners. Third, evaluate the performance of MoraFM Radio in improving the quality of MoraFM radio broadcasting programs.(Ari Mintarti Murbaningsih, 2019)(Irwan S, 2020)

Nirwana & Purnamasari (2020) dismiss that many radios will die in the current era of digitalization. But the fact is that not all radio stations have died, eroded by the sophistication of digital technology, one of which is Bens Radio which is still alive by maintaining Betawi culture.

According to Amelia (2020) in her research stated that programs that are updated with current developments, especially in the world of young people, both in terms of lifestyle, knowledge and insight, can be an added value to the management of a radio. Prepare activity schedules and provide budget resources. And carry out supervision, evaluation and revision of work plans and broadcast programs.

This research will discuss "Mandiri FM Cilegon Radio Broadcasting Management Strategy in Attracting Listener Interest in the Nyenyore Program". Based on various facts that emerge in the realm of conventional mass media, the increasingly rapid progress of mass communication technology makes people think practically and efficiently in communicating by searching for information. Changes in radio mass media that also utilize internet-based technology to attract quality listeners and maintain its existence

RESEARCH METHODS

This research uses a post-positivist paradigm through a qualitative approach with a case study method because it focuses on case specifications in an incident, whether it includes individuals, cultural groups or a portrait of life. (Creswell, 2018). The data collection is in the form of interviews and documentation. The subject of this research is Radio 102 Mandiri FM Broadcasting Management.

The technique for determining informants uses purposive sampling, because informants are considered to have a lot of information about the management strategies carried out by Radio 102 Mandiri FM Cilegon. The party informants were Eric Islami as Director, Iyus Yusuf as Music Director and Megawati as Broadcaster. The data obtained is analyzed by means of data reduction (collecting, sorting and summarizing data), presenting data, concluding conclusions and verifying. By using source triangulation as a test tool for data analysis, the researcher compares the results of informant interviews with actual existing facts.

RESULTS AND DISCUSSION

The success of a broadcast program requires program management and a broadcast program process that is creative, varied and meets the needs and interests of listeners. Radio Mandiri FM Cilegon must also carry out broadcast management on the Nyenyore program including the stages of planning, organizing, giving advice and providing influence and supervision through explaining the P.O.D.C (planning, organization, directing, controlling) management functions including, as follows:

Mandiri FM Cilegon Radio Broadcasting Management Planning Stage

Planning is an effort that is carried out well and managed effectively. A good strategy starts with careful planning in order to achieve the goal of becoming a program that is able to attract the

interest of listeners with the right target. So you must have a good strategy to implement the planning.

Planning is basically a production Standard Operating Procedure (SOP) that every radio broadcasting management must understand. So planning can be understood as planning the production of broadcast packages through discussions by the production team with other broadcast implementers. So by looking at four factors that must be considered when planning a broadcast program, including the following:

1. Products

In the broadcast management of Radio Mandiri FM Cilegon, especially the Nyenyore broadcast program, the emphasis is on information such as community activities, traffic and news to listeners in the afternoon. Broadcasting management must have an obligation to socialize Cilegon City government policies or programs. Therefore, the nyenyore program is only an intermediary between the Cilegon City government and the community. This is because products in the form of content contain information related to government programs.

2. Price

Every radio broadcasting management must have a budget to run a broadcast program. This budget usually comes from advertising companies or similar, as is usually obtained by private radio. However, unlike private radio, Radio Mandiri FM Cilegon, as a government radio, only operates without thinking about financing its production.

3. Place

Mandiri FM Cilegon radio broadcasting management determines when is the right time for the program. This is because it can help the success of the broadcast program. So the broadcast time on Mandiri FM Cilegon radio is divided into two patterns, namely, first based on time dynamics which is a pattern obtained at certain times with a prime time system such as morning 06:00 – 09:00 and afternoon 15:00 – 18:00 and with a time interval of 3 hours. (Rihartono, 2015:58)

4. Promotion

In promoting the nyenyore program, management prepared a concept, one of which was the jingle for the broadcast program. The jingle used is usually used to open broadcast programs, the same as the opening, namely "Shining in the Air Opening Horizons". However, the slight difference between the Nyenyore program and other programs is "Open Your Insights With Unique and Unique Information. The Nyenyore Radio Mandiri FM Cilegon Program. Every Day from 3 PM to 6 PM.

Apart from that, radio broadcasting management continues to strive to develop management systems by creating several teams that are able to carry out their plans well. In this way, Radio Mandiri FM Cilegon can still keep up with technological developments to date.

Table 1.1
Tim Radio Mandiri FM Cilegon

TIM	FUNGSI
Media	Media Coordinate and communicate with human resources in implementing broadcast programs in accordance with applicable SOPs.
Social Media	Disseminating information through broadcasts in online and digital media
Analog	Carrying out conventional broadcast programs.
Event	Organizing events that the community wants.

source: research results

Therefore, managing a radio must have the right team to help run a broadcast program well. This is because broadcasting management must prepare all plans in accordance with applicable SOPs. However, Radio Mandiri FM Cilegon is still processing/looking for human resources who can run it.

In this way, the broadcaster can package the Nyenyore program to make it more interesting and comfortable for listeners to listen to the information and entertainment that has been presented. So Mandiri FM Cilegon radio can produce programs that can be special programs for its listeners

Organizing Stage of Mandiri FM Cilegon Radio Broadcasting Management

In this stage, the broadcasting management of Radio Mandiri FM Cilegon for each division must carry out the duties and responsibilities of what was previously planned, because basically broadcasting management has human resources who can be responsible for each production team as explained by Eric Islami in making organizational structure at LPPL 102 Mandiri FM Cilegon. Reporter, Music Director, Editor and Broadcaster.

Apart from that, HR must obtain the material or data needed for the broadcast program. By following SOPs and policies from top level management to run broadcast programs effectively and efficiently, including the following:

1. Collecting

In obtaining material or data that will be used in the broadcast program. Broadcasters as one of the human resources contribute to preparing information from various sources for dissemination and must be in accordance with what the community needs at that time.

2. Writing

In conveying information, generally broadcasters only read broadcast scripts that have been made previously during the broadcast program. However, the new leadership change that occurred in 2021 had a significant impact on the organizational structure (Muhtadi, 2016). One of them is a broadcast program announcer who is required to improvise such as conveying the latest news or information from various digital information media platforms owned by Radio Mandiri FM Cilegon.

By presenting various variants of information and entertainment so that local listeners remain comfortable listening to the radio. So that people's attention in enjoying broadcast programs can attract listeners' interest. Therefore, every broadcaster is required to know current trends and must also have a pleasant personality

Mandiri FM Cilegon Radio Broadcasting Management Briefing Stage

In this stage, the broadcast program must follow the rundown (event schedule) that has been prepared previously. Because this process is not too problematic, because everything is done based on the rundown that has been made. So it is easy for broadcast program implementers to carry it out.

Starting from the program arrangement that will be broadcast, everything is in accordance with the existing rundown. Therefore, when the broadcast program took place it had previously been directed by upper management so that it could be carried out effectively. So that the Nyenyore broadcast program can be carried out with mobility through the application used on every existing radio (Benyamin et al., 2019.).

Apart from that, the Director always provides influence through four important activities including the following:

1. Motivation

In activities to motivate human resources in broadcast management, especially the Nyenyore program, starting from forming a team to enter digital media. This was done based on the experience of LPPL Radio Mandiri FM Cilegon, which is still considered passive in digital media. So new personal branding is needed from each HR to improve their performance.

2. Communication

In his direction, he also coordinates between the music director and the broadcaster and always communicates both down ward (bottom to top) and up ward (top to bottom) and looks at patterns of community needs through appropriate music at certain times.

Apart from that, in directing resource persons there are obstacles in communicating to reach the intended topic. Because not all resource persons can fluently answer questions from broadcasters. Thus broadcasters are required to do several technical things such as briefing speakers so that the broadcast runs smoothly.

3. Leadership

In carrying out Direction and Providing Influence, the Director who has the authority to direct the Program Director, Music Director and Announcer to search for and produce information on the Nyenyore program in determining how the task is carried out appropriately as was done in the previous activity

4. Training

Every company usually chooses employees because they have the experience or background and expertise to carry out certain responsibilities. However, employees still need training for various reasons.

The Director of LPPL 102 Mandiri FM Cilegon explained that digital media is a tool to support human resources by providing training that suits their capacity. So this means that technological developments are increasingly rapid, causing conventional mass media such as radio to be left behind, so management must be able to follow this transformation.

Therefore, human resources who are responsible for the Nyenyore program must convey information that is appropriate to the needs of the community at that time. Regardless of the operational costs incurred, Mandiri FM Cilegon radio runs the nyenyore program based on human resources who have previously attended the training. Then participate in running the Nyenyore program to achieve the goal of providing information to listeners. In this way the nyenyore program can run effectively and efficiently.

Monitoring Stage of Mandiri FM Cilegon Radio Broadcasting Management

At this stage, upper management at Radio Mandiri FM Cilegon, in supervising the Nyenyore program, must coordinate appropriately so that the ongoing broadcast program can run in accordance with the SOP. Upper management must provide effective supervision through understanding reliable radio journalism. This makes HR better understand their duties, principles and functions as implementing broadcast programs well. So that the upper management who is responsible for all production carried out, such as the Director, must create a pattern for broadcast programs so that HR changes old thinking to be more innovative and creative than before.

The director directly supervises the broadcast program by looking at the broadcaster's attendance list. By always cross-checking HR, the Nyenyore program can run well. Therefore, HR, such as broadcasters, must run the program according to a predetermined schedule. So that upper management knows if there are HR or announcers who are not present to carry out their duties.

The director's supervision of the performance of broadcast management aims to see the shortcomings of each broadcast program, especially Nyenyore. The management structure of Radio Mandiri FM Cilegon supervises each other and runs the Nyenyore broadcast program, the broadcaster is supervised by the Program Director. Then the Program Director is supervised by the Director. And the community takes part in monitoring the Nyenyore program by providing feedback in the form of responses or criticism.

At this stage, supervision is carried out by the Director of the Nyenyore program starting from program continuity, program objectivity, internal and external influence of the program and also to supervise the implementers of the Nyenyore program. In this case, the public participates in responding to Radio Mandiri FM Cilegon if any information or news submitted is invalid, then they can provide criticism and suggestions for the implementers of the broadcast program. So the nyenyore program has become a special program for the people of Cilegon City.

Therefore, after every Nyenyore broadcast program, upper management also carries out continuous evaluation. This evaluation aims to make the Nyenyore program run better. So that people get useful information for their daily needs. Therefore, HR must strive to make the Nyenyore broadcast program even better than before.

So that Human Resources can make efforts to make the Nyenyore program better than before by improving the quality, ideas and uniqueness contained in the broadcast. So that Radio Mandiri FM Cilegon can attract the public's interest in continuing to enjoy the Nyenyore broadcast program by listening every afternoon.

Thus, the management of Mandiri FM Cilegon radio broadcasting must communicate more intensely with human resources to increase and at the same time maintain listeners to the Nyenyore program based on the initial success. Thus the Nyenyore program is a special program broadcast at prime time. So it has an emotional connection to the people of Cilegon City. In this way, Radio Mandiri FM can attract listeners to continue enjoying the Nyenyore broadcast program.

CONCLUSION

Based on the results of the research and discussion regarding the broadcast management strategy of Independent FM Cilegon radio in attracting listeners' interest in the Nyenyore program, conclusions can be drawn, including:

- 1) In the planning stage, Human Resources has performed well. Starting from the planning process which is carried out involving the Director and Program Director as those responsible. So HR only carries out the nyenyore program by following the SOP (standard operating procedures). So what is needed in the nyenyore program is coordination and communication between each production team;
- 2) The organization carried out involved human resources such as music directors and broadcasters as implementers of the Nyenyore broadcast program. In particular, every broadcaster must be able to ensure that broadcast programs run efficiently and effectively, so human resources must coordinate with each other in this matter;
- 3) The Director directs and influences human Resources to carry out four important activities in being responsible for the implementation of broadcast programs. The Director always coordinates by communicating with broadcast program implementers and providing training to support HR's expertise in carrying out their responsibilities;
- 4) Supervision is carried out by the Director and Program Director who are fully responsible for ongoing broadcast programs, especially *the Nyenyore program*. However, this form of supervision is divided into two: First, daily supervision carried out by the Program Director when the broadcast program is in progress, if the evaluation contains errors in information or other things, then the evaluation must also be carried out at that time. Second, weekly supervision carried out by the Director by the production implementers of *the Nyenyore program*.

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