

COMMUNICATION MANAGEMENT OF REPUBLIC OF INDONESIA RADIO BROADCASTERS (RRI) MEDAN IN MAINTAINING ITS EXISTENCE IN THE DIGITALIZATION ERA

Chairunnisa Nasution¹, Efi Brata Madya²

^{1,2} Islamic Communication Broadcasting Study Program, State Islamic University of North Sumatra, Jl. William Iskandar Ps. V, Medan Estate, Kec. Percut Sei Tuan, Kabupaten Deli Serdang, North Sumatera, 20371, Indonesia, chairunnisa0101191010@uinsu.ac.id

DOI: <https://doi.org/10.21107/pamator.v16i2.19785>

Manuscript received 17th April 2023, Revised 30th April 2023, Published 27th May 2023

Abstract

Changes in consumer behavior in accessing information in the digitalization era have become a challenge for radio broadcaster RRI Medan to maintain its existence. Therefore, communication management needs to innovate and develop effective communication strategies to stay relevant and interesting to listeners. This research was conducted to determine the communication strategy of broadcaster RRI Medan in maintaining its existence in the digitalization era. This type of research is descriptive qualitative which aims to explain and describe. Researchers use content analysis in analyzing data. The data analysis used in this study is data reduction, data presentation, and conclusions. Radio conveys information and instructions to its listeners quickly, or it can be said that it is also delivered directly. Having a good communication strategy as well as interesting content really helps radio in maintaining its existence in society. In addition, Broadcasters are the spearhead for broadcast radio. The research results show that RRI Medan also makes it easier for listeners to listen to broadcasts through the RRI play go application and other internet access. In this effort, RRI Medan can maintain its existence in the digitalization era

Keywords: Management, Communication, Management, Strategy, Broadcaster, Digitalization

© Authors; This is an Open Access Research distributed under the terms of the Creative Commons Attribution-ShareAlike 4.0 International License (CC BY-SA 4.0) (<https://creativecommons.org/licenses/by-sa/4.0/>) which allows re-distribution and re-use of a licensed work on the condition that the creator is properly credited and that any derivative work is made available under "the same, similar or a compatible license".

INTRODUCTION

Radio is a mass communication medium that is currently used by the wider community. Radio has now become a medium of information and entertainment that is growing more and more. The advantages of radio are cheap, flexible and more personally accepted by listeners. Radio has a very large audience, from children to the

elderly, apart from that people from all walks of life, from the lower class to the top, also like radio. Radio can also reach a very wide area even to remote areas.¹

According to Joseph R Dominick², radio is the oldest and most flexible electronic mass media. During nearly a century-plus of its existence, broadcast radio has faced stiff competition from cinema, cassette tapes, television, cable television, electronic games, and personal cassette players. Radio has adapted to world changes, by developing mutually beneficial and complementary relationships with other media. Radio has an important communication role in telecommunications technology, namely to inform everything, such as events, economics, culture, government, and entertainment.³ In addition, radio plays a role as an educational medium so that people can understand various information that has been filtered by radio before⁴. Another advantage is radio as an imaginative medium that is able to visualize the announcer's voice to his listeners.

Broadcasters also play an important role in the success of a radio station. With their talent and creativity, broadcasters or communicators must be able to liven up the existence of radio for audiences. This can later affect the rating and image of the radio station. The broadcaster's ability to convey messages properly and effectively will attract listeners' interest so that it benefits the station that broadcasts the program.⁵ A communication strategy is influenced by the ability of a broadcaster to communicate effectively. The absence of a communication strategy does not mean it is a negative thing. However, a communication strategy is needed to be able to develop the listener's interest.⁶ Broadcasters' contributions in presenting information or presenting programs

¹ Oleh Corry and Novrica Sinaga, 'Penggunaan Dan Kepuasan Pendengar Terhadap Muzik Dangdut Di Radio: Satu Kajian Survey Pada Masyarakat Pendengar Di Pinggir Dan Bandar Medan', 2014 <<http://repository.umsu.ac.id/handle/123456789/6473>> [accessed 17 April 2023].

² Joseph R. Dominick, 'The Portable Friend: Peer Group Membership and Radio Usage', *Http://Dx.Doi.Org/10.1080/08838157409363731*, 18.2 (2009), 161–70 <<https://doi.org/10.1080/08838157409363731>>.

³ Heni Suryani, *Cara Praktis Reporter Pemula Memburu Berita* (Semarang: CV Pilar Nusantara, 2020).

⁴ M Huda, 'Hak Atas Memperoleh Kepastian Hukum Dalam Perspektif Persaingan Usaha Melalui Telaah Bukti Tidak Langsung', *Pdfs.Semanticscholar.Org*, 2020 <<https://pdfs.semanticscholar.org/b0c4/4d230c01306e81cf56650dc978bc96f6fa40.pdf>> [accessed 15 December 2022].

⁵ Muktarruddin Munthe, 'Penggunaan Radio Sebagai Media Komunikasi Dakwah', *Jurnal Komunika Islamika: Jurnal Ilmu Komunikasi Dan Kajian Islam*, 5.2 (2019) <<https://doi.org/10.37064/JKI.V5I2.3993>>.

⁶ Faridah Ramadhani Siregar, Achiriah Achiriah, and Syahrul Abidin, 'Strategi Komunikasi Hanka Parfume Di Masa Pandemi Covid-19', *SINOMIKA Journal: Publikasi Ilmiah Bidang Ekonomi Dan Akuntansi*, 1.5 (2023), 1223–34 <<https://doi.org/10.54443/SINOMIKA.V1I5.600>>.

on radio or television also need to be integrated with audio and visuals in order to create interactive shows.⁷

Broadcasters act as communicators or spokespersons in radio stations. The broadcaster's good performance will also affect management. Both parties can cooperate with each other in standardizing broadcast programs on a radio station. This strategy targets messages that are received, listened to, or noticed by those who are called audiences. A promotion strategy is also needed to make broadcast programs well known, attract public interest, and get a lot of listeners. Promotional programs in radio media can take the form of efforts to persuade the public to stay abreast of the broadcaster's programs during broadcast time. There are also advertising offers to buy broadcast time provided by the management.⁸

Radio Republik Indonesia (RRI) Medan is one of the oldest and largest radio stations in Indonesia. Since its establishment in 1945, RRI Medan has become an important source of information and entertainment for people in the North Sumatra region. Radio stations have become an industry that is in great demand by many people. Radio stations have a bright future because they can become a medium that can gain commercial advantage. Many advertisers want to advertise because they see that radio has an audience that can be used as a very promising commodity. Programs on the radio if more and more people listen, of course there will be more and more advertisers who want to place advertisements on the radio.⁹

The existence of digital technology and the emergence of social media has made competition in the broadcasting industry increasingly stringent. Currently, people can easily access information and entertainment through various digital platforms, including online radio, podcasts and music streaming services. Changes in consumer behavior in accessing information in the digitalization era have had a major impact on the broadcasting industry, including radio broadcasters. In the midst of increasingly fierce competition, radio broadcaster RRI Medan also faces challenges to maintain its existence. As a public broadcasting institution, RRI Medan has a responsibility to remain the first choice of radio listeners in the city of Medan.

With the wide choice of media and digital platforms available to consumers, RRI Medan needs to develop an effective strategy to stay relevant and interesting to listeners. Therefore, communication management plays an important role in ensuring the success of radio broadcasters in dealing with changes that occur in the digitalization

⁷ Radyta Achmad Burhanuddin and Bagas Amirullah Januar, 'Membangun Karakter Presenter Hotman Paris Hutapea Dalam Mengkolaborasi Kreatif Gimmick Acara Talkshow (Studi Kasus Episode Musibah Membawa Nikmat)', *Jurnal Komunikasi Daruna*, 1.1 (2022), 37–49 <<https://ibn.e-journal.id/index.php/daruna/article/view/514>> [accessed 16 April 2023].

⁸ Zahroh Anisatus and Karimata Pamekasan, 'Communication Strategy of Karimata FM Pamekasan Radio in Increasing Advertiser's Interest', *Meyarsa: Journal of Communication Studies and Da'wah*, 1.2 (2020).

⁹ Anjang Priliantini, 'Menilik Dilema Ideologi Radio Swasta Lokal Dan Strategi Periklanannya', *Jurnal.Kominfo.Go.Id*, 2017 <<http://jurnal.kominfo.go.id/index.php/komunika/article/view/1047>> [accessed 16 April 2023].

era. Communication management and communication strategy are interrelated and influence each other. Communication management is the process of managing communication within an organization.

The communication strategy is everything related to the plan in the initial communication work which is carried out by introducing the sender of the message, the contents of the message and the recipient of the message to achieve the desired goals.¹⁰ But there are other opinions, the communication strategy is all related to plans and tactics in the initial communication work carried out by introducing the sender of the message, the contents of the message and the recipient of the message to achieve the desired goal.

Over time, radio must also innovate to survive in society. A good strategy and interesting content really help radio to maintain its presence in society. Digitalization is a process of change that occurs from analog to digital technology. Technological developments have had a strong impact on subsequent processes and the industry has modernized so far and will continue to rely on this technology to support its operations.

Digitalization itself is carried out in connection with increasing the efficiency and effectiveness of all industrial sectors, so that time and all available resources can be used optimally and profitably. The purpose of this transition process is also to facilitate everything that may be required by the user or users of the Services and Products. Due to the various services made available through this process, it is expected that user loyalty will increase and the value of the events that take place will increase. The basic picture that can be given is the transition from the use of physical files to digital files in all parts of the industry.

RRI Medan seeks to improve the quality of broadcast programs to arouse listeners' interest by developing creative ideas in the form of multiple programs. program 1 as a community empowerment broadcasting center, as well as a national news network, program 2 as a youth creativity broadcasting center, and program 4 as a cultural and educational broadcasting center. The division into several programs is meant for Radio RRI Medan to reach all levels of society. With the advantages of several RRI Medan programs, this radio has its own charm for its listeners. RRI Medan has also attracted the attention of non-visual media because its broadcast program can broaden listeners' horizons.

Radio segmentation that takes place indirectly creates competition between private radio stations and state radio, namely Radio Republik Indonesia (RRI). Whether you realize it or not, the number of competitors is also an obstacle for RRI, where currently the people in Medan province in particular are more diverse. In addition, the community also distributes parts to media such as newspapers, magazines and online media.

In fact, RRI Medan is superior compared to other broadcast media. because the programs broadcast by RRI Medan cover all areas of life, including cultural, educational, information, music, and entertainment programs. The problem is how RRI Medan manages the company to continue broadcasting, building and developing its

¹⁰ Arni Muhammad, *Organizational Communication* (Jakarta: Bumi Aksara, 2004).

existence. Especially when broadcasters present programs broadcast by RRI Medan. Because the station is the spearhead of radio broadcasting. Radio broadcasters certainly have their own strategy in presenting their broadcast programs, because radio broadcasters have their own characteristics. Of course, the different RRI Medan programs have different implementation strategies. With a unique handover, it is hoped that RRI Medan will always have a place in society.

Seeing the description above, this study aims to analyze the efforts made by RRI Medan in maintaining its existence in the digitalization era by understanding how communication management can be applied effectively to win competition in the radio broadcasting industry in the digitalization era.

RESEARCH METHODS

This study uses a constructivist approach with qualitative research methods. Qualitative research intends to understand what phenomena are experienced by research subjects holistically and by describing words and language, in a particular context.¹¹ This research was conducted at Radio Republik Indonesia (RRI) Medan, which is located at Jl. Gatot Subroto, No. 214, Sei Kambing C, Kec. Medan Helvetia, Medan. When the research took place in February - March at Radio Republik Indonesia Medan in 2023.

In collecting data, researchers used purposive sampling. Where is purposive sampling, the criteria for informants are based on the research objectives to obtain results that are in accordance with this study. In addition, purposive sampling is usually chosen when the researcher prioritizes data depth.¹² This data collection was carried out for two months using the unstructured interview method which is also known as in-depth interviews, intensive qualitative and open interviews in which the composition of the questions can be adjusted to the characteristics of the respondents.¹³

Interviews were conducted in a structured manner, which was carried out according to plan. There are three types of informants in this study, namely:

- a. Key informants (key information), namely those who have basic information in this study.
- b. Ordinary informants, namely those directly involved for research.
- c. Additional informants, namely those who provide information but are not directly involved in the social interactions under study.

¹¹ LJ Moleong, *Metodelogi Penelitian*, Core.Ac.Uk (Bandung: Remaja Rosdakarya, 2006) <<https://core.ac.uk/download/pdf/200764660.pdf>> [accessed 30 November 2022].

¹² Kriyantono Rachmat, *Teknik Praktis Riset Komunikasi: Disertai Contoh Praktis Riset Media, Public Relations, Advertising, Komunikasi Organisasi, Komunikasi Pemasaran* (Jakarta: Kencana Prenada Media Group , 2008).

¹³ Deddy. Mulyana, *Metodologi Penelitian Kualitatif (Paradigma Baru Ilmu Komunikasi Dan Ilmu Sosial Lainnya)*. (Bandung: Remaja Rosdakarya, 2003).

RESULTS AND DISCUSSION

In 1930, with the existence of a radio broadcast called Meyers Omroep Voor Allen (Mova), whose broadcasts were mostly in Dutch and ended after the Japanese occupation in 1942. During the Japanese colonial period, radio owned by the Dutch in Medan was burned down by the Dutch. Then came the Medan radio broadcasting called Medan Hosokyoku under Japanese command, then the number of radios in Medan at that time only numbered 25.

From among the Medan radio broadcasting employees, several leaders emerged in the radio field. The bitter experiences they experienced during the Japanese occupation prompted them to make radio as an important tool in assisting the struggle to maintain independence. Their task now is to take over leadership and control over the radio equipment and make it the radio of the Republic of Indonesia.

Situations and conditions that were not possible, RRI was established in Pematang Siantar, which was inaugurated by the Governor of North Sumatra T. Mohammad Hassan. RRI at Pematang Siantar only lasted until July 29, 1947 because it was destroyed by the Dutch. After the transfer of sovereignty to RI, RRI stood on Jalan Serdang Medan, and in 1957 RRI moved to Jalan Martinus Lubis which was inaugurated by the Minister of Information Soedibyo.

After a period of rotation, the situation and conditions of the RRI Medan office on Jalan Martinus Lubis were uncomfortable, because the surroundings were filled with vegetable and fish traders who of course gave off an unpleasant odor, as well as the hustle and bustle of the crowd which disturbed the comfort of the office. So at the end of 1996 RRI Medan moved to Jalan Jend. Gatot Subroto No. 214 and from then on RRI Medan continued to improve itself and tried to carry out its main duties as a radio that was always close to all levels of society. So in early 2015 RRI Medan already had an integration studio which was also located in front facing the main road.

As a means of conveying information that is the fastest and closest to all levels of society, RRI Medan continues to improve itself in addition to the presence of relay stations in the area, now RRI Medan has conducted a trial production station at Tanjung Balai and in the near future will try to cooperate with the district government. North Tapanuli to set up a production station.

Communication management and communication strategy are interrelated and influence each other. Communication management is the process of managing communication within an organization, while communication strategy is a structured plan of how messages will be delivered to a particular audience. Following is a further analysis of the relationship between communication management and communication strategy:

1. Communications management assists in the development of a communications strategy. Communications management involves gathering information, analyzing the situation, and selecting communications that fit the needs of the organization. This helps in the development of an effective communication strategy to achieve organizational goals.

2. Communication strategy helps in the implementation of communication management. The communication strategy that has been designed and selected will assist in the implementation of communication management. This is because the communication strategy provides guidance on what to communicate, to whom, and when. As such, a communications strategy can assist in ensuring that communications management is implemented effectively.
3. Communications management and communications strategy reinforce each other. Effective communication management requires a good communication strategy and vice versa. Without a clear and structured communication strategy, communication management can become disorganized and disorganized. Conversely, a good communication strategy will not be effective without proper communication management.

In conclusion, communication management and communication strategy are interrelated and influence each other. To achieve organizational goals, both must be properly managed and integrated in the overall business plan. The radio technology-based broadcasting process has three elements that must be met, namely the studio, transmitter and receiver. Of the three combinations which are then received by the radio receiver.¹⁴

1. Studio

Studio is the body of broadcasting. The point is that the studio plays an important role in the broadcasting process as a totally integrated subsystem, the studio section contributes to live and recorded programs. The studio is a place for production which simultaneously broadcasts the programs that are produced.

2. Transmitter

The transmitter acts as an introduction to the sound that comes out of the studio in the form of electromagnetic waves that carry information that is transmitted via cable or optical fiber. Transmission can be done through a satellite system. There are three modes of operation in a communications (telecommunications) satellite system. DBS (Direct Broadcasting Satellite) and semi-DBS systems and combined systems (territorial, satellite and distribution systems)

3. Receiver

Receiver refers to a device whose converter is an electromagnetic wave that transmits information in the form of broadcast signals and projected image signals in the form of messages that can be enjoyed by many people. By sending electromagnetic waves carrying the payload of the audio signal formed by the microphone, the antenna receives this system and then transmits it to the receiver, and the audio signal is converted back into sound. This process then creates a radio broadcast.

¹⁴ Afidah Abadiyah, 'Simulasi Deteksi Trajektori Pesawat Menggunakan Algoritma Time Different Of Arrival (Tdoa) – Trilateration Pada Sistem Radar Sekunder', *Prosiding SNITP (Seminar Nasional Inovasi Teknologi Penerbangan)*, 3.1 (2019) <<https://ejournal.poltekbangsby.ac.id/index.php/SNITP/article/view/348>> [accessed 17 April 2023].

A good broadcaster must follow a set procedure, because failure in a process will take away from the perfect appearance of a radio show. Especially the opening and closing greetings. The greetings at the start of the program are simple, but have a significant impact on the image of the station and the radio station concerned. To find out some of the communication strategies that have been carried out, the following describes the results of the interview with the author

1. The first key informant was Ricky Subandi, who is a pro 1 radio announcer. The special program delivered by Mr. Ricky, namely the unlimited program "Tandempas with the community" hit 20.00 WIB with a duration of 60 minutes, which brought together communities in North Sumatra. Mr. Ricky himself is generally known by listeners because he often broadcasts. According to him, his strategy as a broadcaster is to better understand feelings and what listeners want. In addition, a broadcaster must also be able to make listeners feel comfortable, enjoy, and interactive. So the listeners seemed to be talking with close friends.
2. The second key informant is Mutia Khansa who is a pro broadcaster 2. The special program hosted by Tia's mother is JJS "Evening walks". For Tia's mother, there is no special strategy in broadcasting the program, it's just like talking with friends. So, listeners don't just listen to the radio but as if they hear stories from friends without any radio restrictions. And use the style of language as everyday communication in the city of Medan..
3. Furthermore, Nur Asma Lubis is a pro 4 broadcaster, who has a strategy of greeting listeners more and being familiar with listeners. And the style of presentation depends on the broadcast being delivered, sometimes it has to be cheerful, upbeat and also relaxed. As much as possible the broadcaster understands the personality of the listener and must be able to enter into the private hearing, but do not forget the attitude and not be racist towards listeners. Ibu Asma also doesn't forget to invite her to listen to keep her cheerful.

Answering questions about the communication strategy of the Medan Republic of Indonesia Radio announcer in maintaining its existence in the digitalization era, the researcher used Laswell's theory. According to Harold D Lasswell the best way to explain the communication process is to answer the question "Who Says What In Which Channel To Whom With What Effect?".¹⁵ So everything must be linked to the components of Laswel's formulated question.

1. Who

Announcer is an existing element who. In the element that acts as a messenger in communication activities, the broadcaster also acts as an intermediary in the flow of communication, which means that the broadcaster controls the ongoing delivery process. Therefore, the broadcaster's identity must have its own characteristics or characteristics.

The communication strategy for the radio broadcaster of the Republic of Indonesia Medan in this element is to emphasize the quality of how to greet listeners, get to know

¹⁵ Harold D. Lasswell, *Communications as an Emerging Discipline*, *Audio Visual Communication Review*, 1958 <<https://www.jstor.org/stable/30216866>> [accessed 17 April 2023].

listeners, read incoming messages sent by listeners and play music that is interesting to listeners and music that listeners like. Play music according to the listener's request.

2. Says What

The Say What element, or the message conveyed is very effective when the message is conveyed. Therefore, the element of news is very important to make a communication strategy. The messages conveyed in the broadcasts of Radio Republik Indonesia Medan are messages that are educational, informative, entertaining, cultural and spiritual.

In terms of programming, Radio Republik Indonesia Medan broadcasts can be enjoyed by all levels of society because Radio Republik Indonesia Medan is a public radio station that is listened to by all levels of society. The way to make the message conveyed acceptable to listeners is to convey the message clearly and with an interesting intonation. To attract listeners to Radio Republik Indonesia Medan, stations usually add motivational messages to their broadcasts.

3. In Which Channel (Media Used)

This element has a very big influence in the current era of new media development. However, the media mentioned by the researcher is not radio media itself, but an additional means to speed up the broadcasting process and arouse listeners' interest. The mass media used for transmitters include:

- a. Instagram
- b. YouTube
- c. RRI Net
- d. RRIPlay Go, is an application created to make it easier for the public to listen to RRI broadcasts in this digitalization era.

RRI Medan's social media that is most in demand by the public is Instagram. Where pro 1 has 1,912 followers, pro 2 has 2,181 followers, and pro 4 has 1,053 followers. As for the Youtube account, there are 903 subscribers, and the RRIPlay Go application has been downloaded more than one hundred thousand downloads.

4. To Whom (To Whom / Listener)

The purpose of broadcasting is to convey information to the public. Therefore, radio broadcasters must have a good communication strategy so that the public can receive the information conveyed properly. Broadcasters also need to know who the target audience for the shows they are broadcasting is.

At radio stations, listeners are a valuable asset in conveying information. Without a listener, the information sent has no effect. RRI Medan's targets are all levels of society, because RRI Medan is a public radio that is shaded by the state as a medium of information and entertainment. RRI's programs are also very complete to meet listeners' needs for news, entertainment, spirituality, culture, education, etc.

5. With What Effect (Expected Effect)

Effects are included in Laswell's communication elements. The effect referred to here is the right that arises after the communication process occurs. The expected effect is the goal of the RRI Medan communication strategy, namely listeners feel comfortable and interested in broadcasts about RRI Medan. To find out whether the effect achieved by the listeners is in accordance with the wishes of the RRI Medan broadcasters, the researchers also conducted interviews with the listeners of RRI Medan.

Based on the RRI Medan listener response database, researchers chose two listeners who communicated the most with the broadcaster. To find out whether the effects received by listeners are in accordance with the wishes of RRI Medan broadcasters, the researchers also conducted interviews with RRI Medan listeners.

Based on the RRI Medan Listener Response Database, researchers selected the two listeners who communicated the most with the station. "Moment broadcast program, every channel RRI Medan usually own characteristic in particular each. Moment program news, medium-fast tempo, firmness of voice is appropriate. And the interactive dialogue is very comfortable, because the broadcaster and the listener seem as if they are chatting with friends." (results of interviews with listeners Kevin).

"Broadcasters are always friendly with listeners, so it makes them comfortable listening to broadcasts. Broadcasters also often provide motivational messages. In terms of the strategy given by the broadcaster in accordance with the audience, it is not only entertainment but also information. Broadcasters carry out broadcasts well, the words used are easy to understand, and they also often use the regional language style and also millennial language so that we as listeners feel familiar" (Results of Interviews with female listeners).

Judging from the reactions of RRI Medan listeners, RRI Medan's communication strategy succeeded in attracting listeners' interest. Listeners are interested in the way broadcasters deliver broadcast programs. What is most convenient for listeners is that the broadcaster can always be in touch with his listeners. Sometimes listeners who often listen to RRI Medan broadcasts are invited to have an interactive dialogue.

In addition to the above, the authors recommend that RRI Medan can do the following:

1. Build listener trust and loyalty: RRI Medan needs to build listener trust and loyalty by providing useful and relevant content. In this case, communication management needs to understand the needs and preferences of listeners and develop effective communication strategies to reach the target audience.
2. Innovate in content: RRI Medan must innovate in content to stay relevant and interesting to listeners. In this case, communication management needs to continue to develop new ideas and introduce broadcast formats that are attractive to listeners, such as talk shows, interactive programs, and so on.
3. Optimizing digital platforms: RRI Medan needs to optimize digital platforms to reach a wider audience. In this case, communication management needs to build a strong presence on digital platforms, such as websites, applications, and social media, and develop appropriate communication strategies for each platform.

4. Increasing interaction with listeners: RRI Medan needs to increase interaction with listeners to build engagement and participation. In this case, communication management needs to develop programs that enable listeners to provide input, suggestions and criticisms, as well as respond quickly and appropriately.
5. Improving image and branding: RRI Medan needs to improve its image and branding to differentiate itself from competitors. In this case, communication management needs to build a positive and strong image in the eyes of listeners by developing consistent and attractive messages and building strong branding.

In conclusion, communication management for radio broadcaster RRI Medan needs to continue to innovate and develop effective communication strategies to maintain its existence in the digitalization era. In this effort, communication management needs to build listener trust and loyalty, optimize digital platforms, increase interaction with listeners, and improve image and branding.

CONCLUSION

In the digitalization era, radio broadcaster RRI Medan is faced with the challenge of maintaining its existence. However, by practicing effective communication management, RRI Medan can remain relevant and interesting to listeners. This can be done by building listener trust and loyalty, innovating content, optimizing digital platforms, and increasing interaction with listeners. In making these efforts, RRI Medan can maintain its existence in the digitalization era and remains the main choice of radio listeners in the city of Medan. Therefore, communication management plays an important role in ensuring the success of radio broadcasters in dealing with changes that occur in the digitalization era. The limitations of this study were that some of the questions posed through interviews could not be answered by the sources due to several reasons for company confidentiality. So researchers cannot find out some important information which is an indicator of the company's condition and this research is limited to knowing what strategies the company is doing in capturing local advertisers, so some problems cannot be answered in this study.

BIBLIOGRAPHY

- Abadiyah, Afidah, 'Simulasi Deteksi Trajektori Pesawat Menggunakan Algoritma Time Different Of Arrival (Tdoa) – Trilateration Pada Sistem Radar Sekunder', *Prosiding SNITP (Seminar Nasional Inovasi Teknologi Penerbangan)*, 3.1 (2019) <<https://ejournal.poltekbangsby.ac.id/index.php/SNITP/article/view/348>> [accessed 17 April 2023]
- Anisatus, Zahroh, and Karimata Pamekasan, 'Strategi Komunikasi Radio Karimata FM Pamekasan Dalam Meningkatkan Minat Pemasang Iklan', *Meyarsa: Jurnal Ilmu Komunikasi Dan Dakwah*, 1.2 (2020)
- Burhanuddin, Radyta Achmad, and Bagas Amirullah Januar, 'Membangun Karakter Presenter Hotman Paris Hutapea Dalam Mengkolaborasikan Kreatif Gimmick Acara Talkshow (Studi Kasus Episode Musibah Membawa Nikmat)', *Jurnal Komunikasi Daruna*, 1.1 (2022), 37–49 <<https://ibn.e-journal.id/index.php/daruna/article/view/514>> [accessed 16 April 2023]

- Corry, Oleh, and Novrica Sinaga, 'Penggunaan Dan Kepuasan Pendengar Terhadap Muzik Dangdut Di Radio: Satu Kajian Survey Pada Masyarakat Pendengar Di Pinggir Dan Bandar Medan', 2014 <<http://repository.umsu.ac.id/handle/123456789/6473>> [accessed 17 April 2023]
- Dominick, Joseph R., 'The Portable Friend: Peer Group Membership and Radio Usage', *Http://Dx.Doi.Org/10.1080/08838157409363731*, 18.2 (2009), 161–70 <<https://doi.org/10.1080/08838157409363731>>
- Huda, M, 'Hak Atas Memperoleh Kepastian Hukum Dalam Perspektif Persaingan Usaha Melalui Telaah Bukti Tidak Langsung', *Pdfs.Semanticscholar.Org*, 2020 <<https://pdfs.semanticscholar.org/b0c4/4d230c01306e81cf56650dc978bc96f6fa40.pdf>> [accessed 15 December 2022]
- Lasswell, Harold D., *Communications as an Emerging Discipline*, *Audio Visual Communication Review*, 1958 <<https://www.jstor.org/stable/30216866>> [accessed 17 April 2023]
- Moleong, LJ, *Metodelogi Penelitian*, *Core.Ac.Uk* (Bandung: Remaja Rosdakarya, 2006) <<https://core.ac.uk/download/pdf/200764660.pdf>> [accessed 30 November 2022]
- Muhammad, Arni, *Komunikasi Organisasi* (Jakarta: Bumi Aksara, 2004)
- Mulyana, Deddy., *Metodologi Penelitian Kualitatif (Paradigma Baru Ilmu Komunikasi Dan Ilmu Sosial Lainnya)*. (Bandung: Remaja Rosdakarya, 2003)
- Munthe, Muktarruddin, 'Penggunaan Radio Sebagai Media Komunikasi Dakwah', *Jurnal Komunika Islamika : Jurnal Ilmu Komunikasi Dan Kajian Islam*, 5.2 (2019) <<https://doi.org/10.37064/JKI.V5I2.3993>>
- Priyantini, Anjang, 'Menilik Dilema Ideologi Radio Swasta Lokal Dan Strategi Periklanannya', *Jurnal.Kominfo.Go.Id*, 2017 <<http://jurnal.kominfo.go.id/index.php/komunika/article/view/1047>> [accessed 16 April 2023]
- Rachmat, Kriyantono, *Teknik Praktis Riset Komunikasi: Disertai Contoh Praktis Riset Media, Public Relations, Advertising, Komunikasi Organisasi, Komunikasi Pemasaran* (Jakarta: Kencana Prenada Media Group, 2008)
- Siregar, Faridah Ramadhani, Achiriah Achiriah, and Syahrul Abidin, 'Strategi Komunikasi Hanka Parfume Di Masa Pandemi Covid-19', *SINOMIKA Journal: Publikasi Ilmiah Bidang Ekonomi Dan Akuntansi*, 1.5 (2023), 1223–34 <<https://doi.org/10.54443/SINOMIKA.V1I5.600>>
- Suryani, Heni, *Cara Praktis Reporter Pemula Memburu Berita* (Semarang: CV Pilar Nusantara, 2020)