

MASS MEDIA IN A PANDEMIC PERIOD (A Case Study of Radio in Surakarta-Indonesia)

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Abstract: This study examined the mass media condition, especially radio in Surakarta or Solo City, during the COVID-19 pandemic. The research used qualitative methods, technically by interviews, observations, and documents studied on public, private, and community radio. The results show that the COVID-19 pandemic has impacted the media industry, including radio. We could see from the changes in broadcast aspects, advertising orders or financial conditions, and human resource aspects. The pandemic required broadcasters to make changes to broadcasts, both changes in broadcast duration and changing agendas and changes in broadcasters' work schedules. In the financial aspect, broadcasting institutions with government financial sources did not get significant shocks. Still, private broadcasters suffered heavy losses due to loss of sponsorship and off-air activities. Media workers also got impacts ranging from exposure to death. Non-public media workers also affect late payments to salary reductions due to the pandemic.

Keywords: Impact, Mass Media, Covid-19 pandemic, Radio, Solo.

A. INTRODUCTION

The Surakarta city or Solo is a special area in the history of the growth of mass media in Indonesia, especially radio broadcasting media. Surakarta is the forerunner of the establishment of radio in Indonesia. The first two radio stations owned by the Indonesian people during the Dutch colonial period were Solosche Radio Vereeniging (SRV) 1933 and Broadcast Radio Indonesia (SRI) 1934 (Ministry of Information, 1953). SRV played a very important role in the early development of radio broadcasting media in Indonesia. SRV became the driving force and barometer of the growth of radio broadcasting media in Indonesia during the Dutch colonial period. Since coming to Indonesia, Japan banned two broadcasters (SRV and SRI) in 1942 (Wiryawan, 2011). SRV changed to Radio Hoso Kyoko during the Japanese occupation, led by former SRV broadcaster, Maladi. After Indonesia's independence, Maladi became the driving force for establishing RRI in Jakarta on September 11, 1945. Since that date, RRI has had eight branches throughout Java, including Radio Republik Indonesia (RRI) Solo or Surakarta. The radio station occupied the studio building that used to belong to SRV. Maladi later became the second head of RRI and later became Minister of Information (Mangkunegara, n.d.; Wiryawan, 2011). Since the beginning of the New Order in the late 1960s, the government allowed the establishment of private (amateur) radio stations in Indonesia.

Radio is a broadcasting institution. There are two broadcasting institutions in Indonesia: radio and television. The types of broadcasting institutions are grouped into public, private, and community broadcasters. Public broadcasting institutions operate with financial assistance and facilities from the government or the state. At the same time, private radio is financed purely by non-government capital owners. The last is community

radio. Certain communities establish community radio to serve certain communities (Law of the Republic Indonesia No. 32, 2002). Undang-Undang Republik Indonesia No. 32, 2002). In 2020 and 2021, covid 19 hit the whole of the world. Some countries have even experienced it in the previous year. All sectors of human life and radio broadcasting media in the city of Solo were affected. This study aimed to find out about the situation and condition of radio in Solo during the pandemic. This data can be used as a historical record of what happened to broadcasters, especially in Solo during the pandemic. Data on radio broadcasting media in Solo during the pandemic is needed for the academic field for further study or research. This data on broadcast media is also important for the government to determine future policies related to broadcast media (post-pandemic).

Research that examines the relationship between mass media, especially radio and the pandemic, has indeed been carried out by several parties. However, previous researches are generally still oriented towards the role of the media in educating the public during the pandemic. Those are like the research done by Amiliani et al., (2020), Sajjad Khan, Ghulam Safda; & Ahmad (2021), Cunha et al., (2021), and Rodero (2020). Amiliani concluded that radio in Surakarta, Indonesia, still has a strategic role in dealing with the COVID-19 pandemic as a broadcasting medium. Through various programs, radio plays a role in conveying information about COVID-19 accurately and as a distance learning medium for students. That result is more or less the same as the study by Cunha et al., which stated that radio could be an alternative and effective learning resource for primary school children in Portugal during the lockdown. The method could reduce children's dependence on digital media. In Pakistan, radio is also considered an effective tool in educating the public in responding to the COVID-19 pandemic, especially in hard-to-reach areas or in rural areas. Meanwhile, Emma's research reveals that Spanish people's radio consumption during the pandemic has increased. Radio has become a silent killer of the community and provides information about the development of the virus. The results of the four studies show differences from this study because they did not discuss the issues of what happens in media organizations during the pandemic. Previous studies regarding radio, media, and pandemics, which examined aspects other than the four studies above, have not addressed the problem of circumstances occurring in the internal media. In this case, previous research still discusses the aspects that the media should and should not report on the pandemic. This is because disaster reports made by the media actually cause anxiety in the community (Kartinawati & Gama, 2021; Makarova et al., 2021; Riehm et al., 2020). Research related to mass media outside of radio is also more or less the same, namely still dwelling on the role of the media during a pandemic, such as the results of research by Ayesha Anwar and colleagues (2020) and also the results of the study of Sambhav (2020). The mass media have an extraordinary role in handling outbreaks by raising public awareness about the importance of a clean and healthy lifestyle. Media coverage of the epidemic can increase public awareness always to wash hands with soap, maintain distance, wear masks, and other preventive measures. Mass media is an effective means of campaigning for a clean and healthy living habit.

From the description above, we can say that research on mass media and

pandemics is generally still looking at what is done by the mass media or the role of the mass media and does not look at the conditions experienced by the mass media during a pandemic. For this reason, we see the need for this research to be carried out, especially in the case of radio broadcasting media in Surakarta City, Indonesia. The choice of radio in Solo as the study object is because of the history of Solo. Solo or Surakarta is the forerunner of the existence of radio in this country.

B. RESEARCH METHODS

Research on the condition of radio broadcasting media in Surakarta uses qualitative methods. The extraction technique is through interviews, observations, and document studies. The documents used correlate with research, such as broadcast documents, correspondence from radio stations in areas with head offices, and the rules set during the pandemic. The study did from the period of December 2020-August 2021. We conducted interviews with the leaders of radio stations in the city of Surakarta, namely Arlin Setyaningsih (Head of RRI Solo Station), Isti Fajarwati (Secretary of the Directors of Solo Radio), Kresna Wicaksono (Director of Ria FM), Prasetyo Wahyudi Joko Triyono (Manager of Marketing for PTPN Radio), Sapto Adhi Nugroho (General Manager of Prambors Solo), Sinam Sutarno (Chairman of JRKI), and Suwarmin Mulyadi (Director of Content and Business of Solopos FM). For observations, in addition to media institutions, also on broadcast content when on air. The data were analyzed descriptively by making categories based on the data obtained regarding the impact of the pandemic on radio broadcasting institutions in Surakarta City. We researched public radio, namely Radio Republik Indonesia (RRI), then private radio, are PTPN FM, Ria FM, Solo Radio, Solopos FM, and Prambors Solo. Meanwhile, community radio is represented by the Indonesian Community Radio Network (JRKI). The selection of radio station names does not consider certain aspects, only based on the principle of adequacy and representation of each type of existing broadcasting institution.

C. RESULTS AND DISCUSSION

1. Result

The global COVID-19 pandemic has brought extraordinary changes to media organizations, including radio. For radio operators, 2020 and 2021 were very difficult times. They might do many things to survive. Considering the condition of radio, it has not been easy since the coming of television and then the appearance of the internet boom. Many listeners have abandoned radio, switched to television, and now the internet. It has been because of their advantages, especially in speed and audio-visual appeal. This situation occurs not only in Indonesia but also in almost all parts of the world. Radio is experiencing quite a difficult time because of technological developments. Even if it is still accessible, radio is only looked at to meet the needs of entertainment, especially music or friends on a trip. Those still loyal are generally the older generation (Ayyad, 2011; Wada, 2019). Thus, the global pandemic has made radio operations even more difficult. Radio managers have to work extra to survive among other mass media due to social media, but also have to struggle to face the pandemic. In the end, there have been many operational changes due to the global pandemic. Radio managers cut broadcast

hours a lot, changed the number of programs, and efficiently used human resources (HR) to save budget. Private radio and community radio also happen to public radio, which the government supports. This pandemic is very difficult on several private radio stations because it has lost a lot of potential income due to the absence of events that can be held live. Advertisers are also reluctant to spend their budgets even though the radio has lowered prices. Although they did not lay off their workers, several radio operators were forced to delay paying their employees' salaries (rotating basis). Some have to cut their employees' wages to stay afloat during the pandemic.

RRI Surakarta has felt the impact of the pandemic since the beginning of 2020. The rules for maintaining distance and reducing crowds have forced radio managers to change many regular patterns. The pandemic caused changes to the program schedule and changes to broadcast hours. The RRI Board of Directors, as the head of the center, issued an official memorandum for areas experiencing red zones to reduce the gathering of people. Surakarta's city was declared not just as a red zone but as a black zone, so people must avoid direct contact activities (Sholikhah, 2020; Umah, 2020). Several RRI employees also tested positive for COVID-19. Therefore RRI reduced operating hours. RRI's normal broadcast hours ranged from 05.00 AM to 00 AM. However, because of that, RRI had to stop broadcasting at 19.00. RRI Pro-1 Solo broadcasts finally relayed RRI Pro 3 or from Jakarta until 24.00, while RRI Pro-2 Solo relayed RRI Pro-2 Central/Jakarta. With the reduction in broadcast hours, RRI Surakarta automatically canceled some events. The canceled programs were favorite because they had a regular and fanatic audience, namely the Wayang Kulit, Wayang Orang, Ketoprak, Javanese News Language, and Koes Plus Music performances. Those events were eagerly awaited and had loyal audiences. The event is not only broadcast via radio waves and streaming frequencies but is also commonly watched live or directly at the RRI studio. RRI emphasized that situation as disappointing for listeners who often see the event live in the RRI building. The artists who entertained also lost the opportunity to interact with fans. As mentioned above, the reduced broadcast hours happened when exposed employees were exposed, so that RRI might do a three-day lockdown. After three days, broadcasting activities will resume according to schedule or the open and close system. The opening and closing systems are carried out depending on the health condition of broadcasters at RRI.

Operational changes also occurred at Prambors Radio. The pandemic made radio with the segmentation of young people changed broadcasting. All broadcast activities were carried out by tapping. The entire program was recording products. Broadcasters were only assigned as operators. Hosts did not carry out their usual duties of talking to listeners, contacting and interviewing resource persons, but only playing material produced by Prambors Jakarta. That step was taken for efficiency and employee health safety. In this way, Prambors FM considered saving employees to only two people per shift, namely one person functioning as an operator in the broadcast room and one person as an office boy. Initially, Prambors relayed 2 x 4 hours from Jakarta, namely at 06.00-10.00 in the morning and the afternoon at 4PM-8PM. Outside of those hours, Prambors

did local broadcasts from each studio in the area. But then, broadcasts outside the relay schedule were only filled with screenings of recorded events. Thus there was no live broadcast by local broadcasters. Prambors' broadcast hours remain 24 hours. It has been done since April 2021.

Solopos FM also changed its schedule and broadcasts by reducing it to only 9 PM per March to July 2020. The reduction in broadcast hours to save electricity costs and human resources. However, from August 2020 to July 2021, broadcasts returned to normal. The broadcasts return to normal after getting a sponsor from 9PM-00 AM. PTPN Radio had also implemented efficiency strategies, especially to save electricity costs. It did by reducing broadcast hours. The end of the broadcast was usually at 01.00 am, but since the pandemic, the broadcast ended at 11 PM. The two-hour savings are confirmed to reduce electricity costs significantly. The second saving was reducing the involvement of human resources in broadcasting. In this case, it was reducing the number of publishers. Initially, the broadcast used a playlist system, where the broadcast was played automatically with a computer that was set up beforehand. There was only 1 hour, namely 14.00 to 15.00, in the Play Hits Program. The show contained old songs at the beginning of the broadcast and new songs. However, the computer-controlled event has grown to four hours since the pandemic.

Meanwhile, Ria FM made efficient by managing work schedules and tasks. Admin officers, as well as reporters, could now hold broadcaster jobs. Meanwhile, regarding broadcast hours, it was in the morning to noon or evening tonight, now it did by only one person. This reduction in broadcast hours was to save electricity and human resources. The savings was to reduce operational costs between 20-30% of the total operating expenses, which is 45-60 million per month. If RRI, PTPN, RIA FM, Prambors, Solopos FM, there was a change in broadcast hours; it was different with Solo Radio. During the pandemic period, the radio did not make any changes to the broadcast/event schedule because the management of Solo Radio believed that the program schedule they had so far was well-formatted and had loyal listeners. Some changes did occur, including no longer bringing in speakers or guest stars in an event held live in the studio. Therefore, many events were abolished, namely the "Talkshow" and "Ngejam Bersama dengan Artists." The decision was to reduce the risk of the virus spreading.

In contrast to public and private radio, community radio did not consider pandemics a barrier to continuing to carry out activities for community radio. The community radio association emphasized that community radio did not experience much negative influence during the pandemic. The pandemic was seen as momentum to prove if community radio could survive and show its role in society. Everything done was still being done, even virtually. During the pandemic, community radio activities such as interviewing and inviting resource persons have still existed event increasingly because there were no time and distance constraints. In that case, community radio as a servant of a particular community emphasized its role to gain more. One of the positive things that community radio did during the pandemic was to become an air school or media bridge for teachers and students. Another positive thing mentioned was never done before in the pre-

pandemic period; that was a podcast. Podcasts were conducted online, both in recordings and live broadcasts by all community radio members of JRKI.

Meanwhile, community radio is relatively unimpeded in finance because broadcasting activities do not require extra costs. The community supports the fund. Community radio during the pandemic received funding from the government because of a request to make public service advertisements about socializing the prevention of Covid 19. In addition, JRKI also collaborated with foreign parties, one of which was JICA (Japan International Cooperation Agency) which assisted broadcasting. Disaster for four years with a total budget of 1.8 billion rupiahs. In connection to the pandemic, the funds for the disaster program were diverted to Covid-19 prevention activities.

As a broadcasting institution that receives a budget from the government, RRI also did not get the economic impact of the pandemic. Coincidentally, RRI Surakarta, when the 2020 Pandemic occurred, was renovating the building so that the budget increased, although not for broadcast activities. There was also a cross-sectoral collaboration with ministries or local governments regarding the prevention of COVID-19. So there was an increase in income. Coincidentally, in 2021, RRI Solo coincided with the payment due for transmitter rental for cellular, which was worth Rp 600 million. Therefore, RRI Surakarta got a surplus of Non-Tax State Revenue (PNBP).

Table 1. The changes in Radio Broadcast Management in Surakarta during the Pandemic

No	Station	Change	Normal	Pandemi	Time
1	RRI Pro 1	Reduce broadcast hours	5am-00am	5am-7pm	open and close system
2	RRI Pro 2	Reduce broadcast hours	5am-00am	5am-7pm	open and close system
3	PTPN FM	Reduce broadcast hours Reduce broadcaster activity	6am-1am	6am-11pm	since 2020
4	RIA FM	Reduce broadcast hours Set work schedule	6am-00am	6am-10pm	Jan-July 2021
5	Solo Radio	On air guest cancellation	-	-	-
6	Solopos FM	Reduce broadcast hours	6am-00am	6am-9pm	Mar-July 2020
7	Prambors FM	Reduce broadcaster activity	announcer as announcer	announcer as operator	since 2020
8	JRKI	No broadcast changes	-	-	-

Source: The results of research data processing

Meanwhile, a private broadcasting institution that also benefits from advertising during the pandemic is Solopos FM. The buying strategy offered by Solopos FM succeeded in attracting the Hajj Financial Management Agency (BPKH) so that the radio had the right to conduct a campaign in Central Java Indonesia. BPKH spent no less than Rp 500 million for advertising on Solopos FM. At the same time, the newspaper-Solopos also managed to attract Rp. 1 billion worth of "Santan Sasa" by offering a media convergence strategy, namely advertisements on radio, newspapers, television, and online media. It's just that this situation only happened to Solopos FM and not to other private radio stations in Surakarta. Radio Prambors FM, for example, experienced a decline in revenue because the advertisers in it consisted of certain groups, namely hotels, restaurants, cafes, and malls. During the pandemic, the business sector has suffered a heavy blow due to various Indonesian government policies, such as large-scale social restrictions (PSBB) and the Enforcement of Restrictions on Community Activities (PPKM) with multiple versions. As a result, the business sector could not advertise.

Advertising contracts that have been made previously are also not renewed. Luckily, Prambors FM collaborated with the Ministry of Education and Culture through a private radio association to support public service advertising campaigns with Covid 19. Prambors gets 5 million/month in three months from advertising.

The private radio that also suffered losses was PTPN FM. PTPN Radio Marketing Manager, Prasetyo Wahyudi Joko Triyono, explained that his organization had planned several off-air events. One of them was holding celebrity music concerts. Estimating profit from one off-air activity would be around 100 million rupiahs. However, due to the pandemic, the event was canceled. That condition was exacerbated by the very sluggish need for income from advertising. PTPN FM divided advertisers into two categories: those who usually buy one slot with IDR 1 million and above and those who purchase one space below 1 million. For those who typically buy slots above 1 million, it was explained as very difficult to spend their advertising funds, especially those whose budget is only under 1 million. For this reason, PTPN FM then carried out some tightening. Tightening is carried out in broadcast hours and the number of employees to save expenses or survive during the pandemic.

"We've lowered the price of advertising. Those who usually buy above 1 million when offered 200 thousand per slot still don't want to. We have to carry out a strategy to continue operating," said the Marketing Manager of PTPN FM Radio Prasetyo Wahyudi Joko Triyono, July 23, 2021.

The situation affected the radio revenues. In the end, the management of PTPN FM was unable to provide full employee salaries at the beginning of the pandemic. In the first month, PTPN FM was only able to provide 50 to 70 percent of the total wage. But gradually, the condition was said to be under control. Meanwhile, during the pandemic, Ria FM also suffered losses due to decreased off-air activities. Off-air activities were profitable because most of the radio operations were financed by sponsors. So far, it had been recognized that Ria FM's income relies more on off-air activities. RIA FM stated that 40 percent of the lost income was lost during the pandemic.

Meanwhile, the youth radio, Solo Radio FM, suffered a huge loss of around 50-70%. The worst condition was during the first quarter of 2021. However, it was said to have improved in the second quarter after tightening some expenditures.

Table 2. Financial Impact on Radio Stations in Surakarta During the Pandemic

No	Station	Change		Reason
		Down	Up	
1	RRI Solo		Up	tower rental maturity
2	PTPN	60%		music concert cancellation
3	Ria FM	40%		Off air event cancellation
4	Solo Radio	70%		Local advertisement / agency dropped
5	SoloposFM		60%	Adv from BPKH and Sasa Santan
6	Prambors	60%		Bisnis Hotel, Resto, Café & Mall down
7	JRKI	No impact		Had contract with donateur

Source: The results of research data processing

The loss of income due to COVID-19 ultimately impacts employee salary receipts. Several media have had to delay the payment of employee salaries due to financial constraints. Luckily, no one was terminated (fired). Prambors FM, for example, applies a rescheduling system in payroll. Salaries are usually paid between the 25-30th of each month. But since the pandemic, salary payments have been divided into two groups. From the 1st to the 8th, salaries were paid to financial staff, broadcasters, and OB (office boy-janitor). Then the 8th to the 10th was the payment schedule for the leading elements. The leader who previously held the position of General Manager had now only become Operation Manager, even though his income/salary had not changed. The management of Solo Radio had also reduced wages due to a decrease in income. However, the employees were said to understand these conditions not to cause significant turmoil.

The COVID-19 pandemic had also caused several employees to be infected, and some even died due to the virus. That fact made radio managers made standard operating procedures in the new normal period. Prambors FM, for example, issued 16 regulations that became employee signs. Two of them were in the form of a ban on receiving guests in the office environment, except those determined by the unit/department leader and the obligation to report if feel in an unhealthy condition, both at work and outside the work environment. The SOP also specified the names of the personnel as the Covid-19 Response Team, complete with contact numbers. Prambors FM also provided masks and hand sanitizers for employees to prevent the spread of the virus. All employees of Prambors FM until July 2021 have registered to get the vaccination. Prambors FM also prohibited all employees from traveling long distances, such as returning to their hometown.

Table 3. Condition of Radio Station Employees in Solo during the Pandemic

No	Station	Employee	Infected	Getting Vaccin	Fire	Salary
1	RRI Solo	129	11	128	-	Normal
2	PTPN	9	4 *)	9	-	cut 50%
3	Ria FM	6	-		-	cut 25%
4	Solo Radio	30	8*)	16		Basic salary deduction
5	SoloposFM	18	5*)	18		Normal
6	Prambors	10	1**)	4		Rescheduling
7	JRKI					Normal

Source : The results of research data processing

We mentioned at the top of this article that the virus-infected many employees of

radio broadcasting media. The policy taken was to enforce WFH until the office closes. RRI, for example, for employees who were positive for Covid, were prohibited from working and might self-isolate for 14 days. After that, employees might do a test swap to determine whether they could return to work in the office or continue self-isolating. Preventive efforts were carried out by requiring all employees to vaccinate, periodically spraying disinfectants in all areas of the RRI building, providing masks and handwashing areas. PTPN FM also applied the same policy. If an employee was positive, the radio office closed for sterilization for three days. PTPN FM management also provided vitamin supplements for employees regularly to maintain their immunity.

Meanwhile, the management of Solopos FM established a rotating system for the division of labor or WFO for only 25 percent of all employees, considering that many of the employees tested positive for COVID-19. Solopos FM had also formed a Covid task force whose role was to monitor and assist employees through illness, anticipate the spread, and track the spread of the virus in the workers' environment, including vaccinations for all employees. Then at RIA FM, during the pandemic, a special health protocol was applied in the office or studio. Before using two doors, the entrance was now limited to only one entry and placed by a guard. In addition, at RIA FM, there were only a maximum of 5 people in one day divided into three shifts. The first shift in the morning started at 06 to 12 am and then at 11 am-5 pm. They performed functions as reporters, administration, and broadcasters. While at night, only one person was performing the broadcaster function. If employees were positive about getting the coronavirus, radio applied lockdown for five days. Solo Radio did the same policy. Every day the staff sprayed disinfectant, provided masks, hand sanitizers, microphone covers, and tissues.

The number of agenda items that were cut or omitted, emphasized by media managers, disappointed listeners, even though the number of listeners increased during the pandemic compared to normal conditions. The recommendation was to stay at home as people spend more time with the media, including the radio. RRI, for example, explained it by increasing the number of listeners and the duration of listening, which was not only on favorite shows or had a passionate audience but occurred in all segments of the program. The show's rating had increased because it was a tool in accessing information about the outside world. High ratings because of the pandemic. Prambors Solo, based on a survey conducted by Nielson, said that there was a change in people's listening behavior during the pandemic. The study in 2019 stated that at 10-16 hours, there was usually a decrease in the number of listeners because some residents carried out work activities outside their homes. Primetime previously occurred at 06.00-08.00, but in 2020 and 2021, it continues until 4PM. It was understandable because young listeners were not attending school during the pandemic. The increase in listeners was quite significant, reaching 40 percent. According to the survey, Prambors FM listeners who were originally aged 15-25 years now had additional listeners of 25 to 29 years.

Meanwhile, community radio listeners during this pandemic are generally more enthusiastic about participating in Distance Learning (PJJ) broadcasts. School children

are excited to join in PJJ broadcasts because it is cheaper, do not require quota fees to access the internet, and the broadcasts are relatively clearer. However, another problem faced by community radio in terms of PJJ is that not all schools are willing to hold PJJ with community radio for various reasons.

2. Discussion

The results show that the COVID-19 pandemic has impacted the mass media, including broadcast media. It's just that not all of them negatively impact, especially for the press that gets financial support from the government. However, the pandemic has had a fairly heavy impact on private broadcasters because it affects their income. Various adjustments were finally made to survive, even if they had to reduce the amount of salary or delay the payment of workers' wages. Only Solopos FM, a private broadcaster, actually experienced an increase in revenue during the pandemic win one of the advertising tenders from a government agency and the sole sponsor of a food product. That was due to the Solopos FM marketing strategy that has utilized the convergence system on network media owned by the Solopos Group, namely Solopos.com, Solopos General Daily, and Solopos TV. That strategy was certainly much more attractive to advertisers because it was like buy one get three. Advertisers paid one but got three. Convergence is a powerful marketing strategy. From there, we can see that, like it or not, and the media must adapt to technological developments by not separating media management by type. Media that cannot adapt to the times or technology is certain to die. Operationalization of conventional media is much more expensive than its limited reach. The time to deliver information to the public is also much longer to be left behind or not updated. That is what causes many conventional media managers to close their main business or no longer publish and switch to digital media (Supadiyanto, 2020). Solopos FM linked on-air offers bonuses in print and online media, namely in Koran Solopos and Solopos.com. Solopos FM's content, which emphasizes information as the main product, seems more attractive than broadcasters who only sell entertainment. In other words, broadcasters that sell information will be more attractive to advertisers and more prepared to carry out various innovations with the diversity of technology. Solopos FM can converge between broadcast media broadcasting terrestrially via the internet (streaming), Solopos FM.com, Solopos TV (youtube). This media convergence can be effective because the Solopos FM format is information, not just entertainment. Media with the main content of information or news is interested in being present more quickly and closer to the public, especially in providing information. Converged media management benefits media managers because the financing is much cheaper and has a wider reach than conventional media management. Traditional media management seems no longer sustainable because society has shifted regarding media consumption patterns (Romadhoni, 2019). The media must make adjustments and innovations along with the times (Harliantara & Susilo, 2019).

Community Radio can also survive because its product is information. After all, their broadcast coverage is very local (only 2.5 km maximum), but because the product is information, it can be "sold" when streaming technology is now commonplace in

community radio. Incidentally, the issue raised by community radio is the issue of covid, which is universal, so Community Radio is gaining momentum. It can be broadcast locally in its community, but in certain cases, it can be general for all JRKI members and even for all Rakom worldwide; as long as the issue is Covid 19 if translated into English, ILMi can be worldwide. The condition of community radio during the pandemic, which had no impact, apparently also occurred in India. The existence of community radio is considered more important than the normal situation. The special character of community radio because it only serves certain segments makes radio very aware of the needs of its community. Not only providing information regarding the pandemic but also counter hoax news about the pandemic so that the existence of community radio is considered to reduce the level of anxiety in the community regarding the amount of information circulating in the community (Laskar & Bhattacharyya, 2021). The existence of community radio is also considered very necessary in this kind of situation, especially for remote or difficult to reach areas considering that not all regions, including Indonesia, have been fully touched by technology. There are still areas that are difficult to get by the internet. During the pandemic, community radio has become a medium that teachers can use for students, called the blended learning method (Prahmana et al., 2021). From the explanation above, we can see that the key to radio's survival during this pandemic is to emphasize information, not just entertainment.

What if the target audience segment is young people? During the pandemic, radio for young people should also package information about interesting things for young people. The information or news will be more easily packaged in various media convergences to be more attractive to donors, as done by JRKI and Solopos FM. From the explanation above, we can also see that if broadcast media that do not have information format in broadcast and depend on the market economy, or depend on advertising from pure business, generally experience obstacles because advertisers are usually the business world. We know that the business world is also experiencing economic shocks, making it difficult to finance advertising as in normal conditions. The condition experienced by PTPN Radio, Prambors Solo, and Solo Radio, which mostly cooperate with the private sector for advertising or sponsorship, shows this. The three radio stations have little cooperation with the government and cannot access government funds. Non-news broadcast formats less reduce the flexibility in offering advertisements for potential advertisers. Broadcast formats that are just entertainment will be difficult to process when faced with media convergence. Information is an important thing, especially at times like this, because information is one of the main things society needs to reduce uncertainty, especially during a pandemic like today. Society is becoming more dependent on the media for the provision of information. Apart from the reason for the ability of certain media to meet their needs, people become more dependent on the media for information when there is a change in social, economic, political, and other stability. Information becomes the basis of their life in determining the next decision (DeFleur, Melvin L., Dennis, 1989).

The explanation above also shows that many factors influence media management.

Factors that affect the media can come from within or outside the media itself. Factors from within or internal media consist of three things, namely (1) Management, (2) Professional media (human resources), (3) Supporting techniques/technology (tools). While external factors or outside in the form of economic and socio-political pressures. Economic pressures are: (1) Competitors/competitors, (2) News/information agents, (3) Advertisers/sponsors, (4) Owners, (5) Trade unions. Meanwhile, the socio-political pressures are as follows: (1) Control in the field of politics/law, (2) Pressure groups, (3) Other social institutions. Besides that, several other forces influence media organizations, namely the supply of events, information, culture, distribution channels, audiences, interests, interests/needs (Mcquail, 2011)). Each thing mentioned above correlates with the other. Shoemaker and Reese (1996) also mention that things can influence the media. These factors are at five levels: the individual level, media routine (media routine), organizational level, outside media level (extra media), and ideological level. The individual level is at the media worker in the form of characteristics, background, experience, attitudes, beliefs, roles, ethics, values, and power in the media. The individual (intrinsic) factors are said not directly to affect media content but by looking at things that can ultimately influence media formed the content. The media routine level consists of sources (suppliers), media organizations, and audiences (consumers), extra media in the form of information sources (interest groups, public relations, other news organizations, sources of income (advertisers, viewers), other institutions (business, government, religion, etc.), the economic environment, and technology. In research, routine and extra media are contexts that must be considered in media issues during a pandemic. In running a media business, some things must be considered, including the need to be adaptive and innovative in terms of technology and under certain circumstances. During a pandemic, technology is necessary. Organizational routines can no longer use conventional patterns. It is because of the recommendation to maintain distance and direct physical contact. The utilization of the internet as digital media is a must to survive in the media business.

D. CONCLUSION

The pandemic has had a tremendous impact on the media industry. The recommendation to keep a distance and avoid physical contact makes the media unable to do many things because the policies made by media managers must also adapt to what is happening in society. There are many activities that the community or business actors cannot carry out. That also affects content supply as the main source of media products and advertisements or sponsorships. The pandemic has become difficult for the media because operations must continue, but the power to operate is greatly reduced or non-existent. As a result, media managers have to make adjustments by making many changes ranging from changes to broadcast schedules, changes in broadcast patterns, even reducing or delaying payroll times for employees to survive during the pandemic. In a situation like this, the government should participate in helping the problems faced by the broadcast media. Pandemic is certainly something that humans cannot control. However, the government can help, among others, by reducing the cost of licensing/extension of the broadcasting operation permit (IPP) and the cost of ISR (radio broadcasting permit). The

government can also help by strengthening the internet network for broadcasting to reduce direct contact of presenters and resource persons and encourage the establishment of Community Radio in collaboration with schools to improve communication and quality of teaching and learning in schools. This research covers radio conditions during a pandemic and has not touched other mainstream media types such as television. There are also newspapers or digital media; are they also as affected as radio during this COVID-19 pandemic. It can be a gap that other researchers can fill.

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