PARTICIPATORY COMMUNICATION ASSESSMENT STAKEHOLDER METRO TV AROUND CONVERGENT MEDIA

Mariko Rizkiansyah[1*], Medo Maulianza[1] and El Sarah[1]
Marketing Communication, Faculty of Economics and Communication,
Bina Nusantara University.
*mariko.rizkiansyah@gmail.com

Abstract - The development of internet causes mass media to reform so they can survive to gain a lot of audience. The reform called convergence media which means the integration between one or more platform or company into one platform/ company. The convergence media have a lot of challenge especially from human resource. The aim of this research is figure out participatory communication assessment in the Metro TV workers to handle convergence media. The theory of this research are five dimension of convergence media and participatory communication to find out the assessment. This research also using participatory communication assessment (PCA) to figure out the communication participatory in the Metro TV Workers. Data obtained from the result of observation and interview with the reporter, cameramen and other worker who involved into convergence media as directly. The result of this research is many worker in Metro TV understand around convergence media but not active to adapt it. They feel need more guidance while the guidance is harsh to find. Mostly they using top down communication even though dialog is the best way to active employment participation.

Keywords: participation communication assessment, PCA, Metro TV, convergence media, Television, Broadcasting,

Introduction

The development technology growing fast and causing a changes from media such as radio and television. They need to changes as the part of adaptation with the behavior of audience. The information tools from radio, television to smartphone causing the development technology continuously and cannot predict the end of the technology changes. The effect of the development technology create the increasing demand from public around information and interactivity between user and media. Internet as a part of the development technology answer the needs of the public to give fastest information. The speed and simple information access create a new habit in the public that using internet as the access of information searching.

The number of people who using internet increase in every year. Internationals telecommunications union (ITU) reported 80 percent public using internet in the rich country while 40 percent people using internet in the development county. At least 47 percent people in the globalization have been using internet (liputan6.com, 2017).

The transformation people application in internet presenting new definition which is convergence media. The convergence media emerge because a transformation from analog to digital in the broadcasting production system so create new room when the restriction between paper, radio and television slowly vanished (Avilles, J.A.G, & Carvajal,M, 2008). The convergence between platforms happened through the development of technology in the 21 century now (Tapsell, 2014). Jenkins dan Mulligan in Tapsell said that digital technology and mobile device encourage media industry to a new way in the integration, synchronization and conglomeration (Tapsell, 2014). Journalist more easy to share the data through convergence media (Audio, Visual and text) (Avilles, J.A.G, & Carvajal,M, 2008).

Trend transformation media to convergence media happened almost in entire world. According Fidler the integration multimedia in online media called mixed media (Fiddler, 1997). Research in South America represent that nine of ten television apply media convergence concept. According Duhe etc., convergence happened to the same content direction and shared through a number of media platforms (Paper, radio, television and online media) (Duhé S. F., Mortimer M. M., Chow S. S., 2004). The related result found out in the Thurman and Lipton in England. The research shows that a number of media

intuition in England have using internet technology to increase broadcasting news delivering (Thurmon, 2008).

The conventional media such as radio and television forced to changes in order to anticipating the development of technology and media base on internet. Television is only a content provider in the future which able to broadcast in any platform like online media, YouTube channel, social media and many more. Metro TV realize the challenge that media must able to do some convergence media therefore Medcom.id was built in order to create the strategy from television media especially Metro TV in digital era. The Metro TV stakeholders could broadcast their television content through online media (Medcom.id) while audience can watching the content through Medcom.id access. The media company forced to more efficient in the production and distribution in the digital era. This things create convergence culture in the future

Theoretical Framework
- Convergence media
Singer etc. said that convergence media is the combination between technology, production, worker and geographies in the paper, radio, television and online (Avilles, J.A.G, & Carvajal,M, 2008). Convergence media has been starting become main strategy of media whatever their form. (Turow, 2014). This strategy create impact to transformation in journalistic, broadcasting, worker behaviour and organization management (Avilles, J.A.G, & Carvajal,M, 2008). Media in indonesia looking for the best strategy to have the best ideal for convergence media and fulfill the broadcasting standarization and audience needs.

Convergence media emerge because the development of technology who create new culture in the habit of audience. The new habit is around internet when the people mobilization depend on internet from looking information to finding an entertainment. According to Jenkins, media companies are learning how to accelerate the flow of media content across delivery channels to expand revenue opportunities, broaden markets and reinforce viewer commitments. Consumer are learning how to use these different media technologies to bring the flow of media more fully under their control and to interact with other consumer (Jenkins, 2006).

According to Grand and Wilkinson, media convergence is divided into five main dimensions of technology convergence, multimedia content, ownership, collaboration and coordination (Grant AE and Wilkinson, 2008).
1. Technology convergence
   The integration in the broadcasting technology or the transformation from analog to digital. For example: the combination camera photo and visual in one tool (Smartphone)
2. Multimedia content
   This means that each media in one group share their content to other same company television or mass media in one group.
3. Ownership
   The integration of mass media (Paper, radio, television and online) in one person or one group. This type of ownership have a bad effect on the neutrality in their report journalism.
4. Collaboration
   The collaboration able to one media to share their promotion program or event through another mass media in one group such as paper, online or radio if the promotion from television company.
5. Coordination
   This kind of convergence type who unite the newsroom into one division even though there are other company in one group. For examples: reporter RCTI, Global TV and MNCTV in one division and share their material to three television.

Bruns says the pattern of media consumption is changing, where creation and consumption become connected and combined. Changes in the pattern of prosumer (producer and consumer) occurs when they are connected with multiple platforms (Bruns, 2007). In fact, Ritzer & Jurgenson said that the audience could be both a producer and a media consumer (Ritzer, George and Jurgenson, Nathan , 2010).

The development of technology has an impact to broadcasting worker skill. Journalist skill must have multitasking or multimedia skill which is able to using audio, visual and online well. Emily bell

said that the excellent journalist who using the best technology is fantastic and powerful combination for providing the world with the best information. She also add that the creative technology will have a far inspiring role than reporter with only expert in challenging and complex areas of journalism such as war reporting and investigative journalism (Lia-Paschalia Spyridou and Andreas Veglis, 2016).

- Participatory Communication

Ratzan cited by Liliweri describes communication is a partnership process between participants based on two-way dialogue which is there an interactive atmosphere, an exchange of ideas, and an agreement on an idea (Liliweri, 2011). Participatory communication related with development communication as Wilkins defines development communication as a strategic application of communication technology and processes to promote social change (Wilkins, 2000). While Mody explained about communication participation is theory and practice of communication used to involve people in decision making process of development (Mody, 1991).

Media changes are inevitable. Jenkins says the new media is more interactive than old media that tend to be passive. Thus, consumers have control over media consumption, production and distribution. This makes cultural changes to the media, including a more participatory communication culture (Jenkins, 2006)

Tufte and Mefalopulos explain there are four principles in participant communication namely:

1. Dialogue, Paul Freire in Tufte & Mefalopulos defines dialogue as a meeting between persons to name the world. For those who have lost the primordial right to speak must make a claim of truth and prevent the act of ostracism.
2. Voice, Freire's attention in Tufte & mefalopulos is a shift in power, providing marginalized sounds, space and time to articulate concerns, to pinpoint problems, to formulate problems and to act.
3. Liberal pedagogy, on communication dialogue means a person or something that channels the communication process. It can be from internal community or external that acts to facilitate dialogue. Freire provides four pillars of liberal pedagogy: love, humility, trust and hope.
4. Action - reflection - action. Regardless of the emphasis on dialogue and reflection, participative communication is also very action-oriented. As an important element of participatory communication, empowerment process is based on reflection of problems, but also the integrity of measures to act collectively on identified issues (Tufte&Mefalopulos, 2009)

Material and Method

This research using qualitative as approach of research. Denzim and Lincoln give a definition about qualitative research which focuses on interpretation of phenomena in their natural settings to make sense in term of the meanings people bring to these settings (Denzin, N. K. & Lincoln, Y. S, 1994). While Craswell said that inquiry employs different knowledge claims, strategies of inquiry and methods of data collection and analysis. This research approach also rely on text and image data, have unique steps in data analysis and draw on diverse strategies of inquiry (Craswell, 2003). That's way the origin of qualitative become from social field. In order to filling the data, the qualitative research have a different type such as framing, semiotics, observation and interview.

The study in this paper using same framework with Roongkan Musakophas and Weerapong Polnigongit's research. The result from Musakophas and Polnigongit's research are majority research emphasized the areas of communication strategies, types and degrees of participation and factors affecting people participation, the result also showed that participatory communication has rarely been found in the study of new media (Roongkan & Polnigongit, 2017).

This research method using participatory communication assessment method (PCA). Tufte and Mefalopulos say PCA is a method and equipment of communication support used to investigate and assess the situation. There are five basic steps in PCA research:

1) Understand the socio-cultural context while identifying and defining key issues.
2) Create public space, build dialogue, and build trust between stakeholders.
3) Assessing needs, problems, risks, opportunities and solutions.
4) Prioritize key issues for change and reconciliation of perceptual differences.
5) Validate the invention and define the solution.

To get the data then the researcher uses observation and depth interview. Observations conducted by researchers for one month. The question are linked to five media convergence namely technology

convergence, multimedia content, ownership, collaboration and coordination. To strengthen the validity of the data, the researchers compared the findings data with other sources.

Result and discussion

Technological developments make the behavior of audiences change. Mass media including Metro TV converged to meet the needs of the audience. The shift from conventional mass media to integrated media and collaborating with new media is inevitable.

The five convergence elements of technology convergence, multimedia content, ownership, collaboration and coordination have been run by Metro TV. For that Metro TV under the media Group make portal metrotvnews.com then expand its capacity to Medcom.id as a form of "Metro TV" in the digital world. In addition to loading content derived from Metro TV programs, Medcom.id also produces its own digital content in the form of audio and video.

Therefore five stages of assessment of participatory communication valuation method is expected this research is able to find problems that occur in the participation of employee's communication Metro TV anticipate media convergence:

In the first phase, PCA research conducted an investigation on the level of understanding of employees of Metro TV and Medcom.id towards media convergence. Although theoretically the employees do not really understand, but actually they understand the meaning of media convergence.

"So what is done especially in Metro TV itself, it is media convergence in the sense of digital media, because we know all move to digital, so more develop in digital, because for media size, Metro TV has lost with net (Net TV), from the start of development, the metro is now again pursuing it, "(Informant 1).

Informant 2 added that media convergence is a necessity, utilizing simple tools such as smart phones, can upload them to social media or more progressively. For that occasion, Metro TV has established Medcom.id.

Not only reporters in the field but also program stakeholders realize how important media convergence. Informant 3 said media should engage with convergence if it does not want to become extinct like dinosaurs, although it does not necessarily eliminate its true identity.

However, not all employees understand it. He realizes that the program he holds is not only watched on conventional television but also able to watch it on YouTube or internet-based online media. Another necessity for convergence is for the promotion of program content to be discussed so that the audience will watch the event.

To maximize media convergence, it is necessary to establish new divisions aimed at the convergence of media and collaborate and coordinate among media with each other. Informant 3 stated that Metro TV wants to form an ecosystem because it already has TV media, newspapers and online media. All components in the ecosystem must be mutually supportive and this is the real convergence.

But it is not easy to change the behavior of employees, especially those from the old generation. "For some people, convergence is considered digital creature and digital person work, there is still such thinking and not understanding so reluctant to get involved," said Informant 3. "They are not resistant but passive."

According to her, there is still a stodgy generation that is reluctant to change. Convergence that makes employees more extra work because not only think of the coverage of the main tasks, but also create interesting digital content to be uploaded to social media and online media.

At a later stage by creating a common space, building dialogue and trust between stakeholders, Metro TV management has taken a policy to implement convergence by establishing Medcom.id. But in the implementation of various types of print media platforms, television and online media are still running separately. Already many training have been made to increase employee participation in this convergence policy, including inviting some experts from google, YouTube and content provider. In addition to top down, fellow employees also engaged in discussion how good content for social media, so they understand each other.

While Informant 2 said convergence activities are also influenced by middle-level leaders. Executive producers and producers must have an awareness that the importance of convergence is "if those with big responsibilities are usually concerned," He said.

To overcome these obstacles, Metro TV continues to coordinate between these lines and provides awareness of how important convergence is. Informant 3 says usually producers who already feel the benefits of active convergence are actively involved. With convergence, producers can find out

immediate feedback with their audience. "Yes we have coordination meetings, we always report the extent to which the convergence results. Because the digital world is measurable, the success of television programs is measurable from the rating while convergence is measured from the respondent's google analysis"

Not only officially, fellow employees also discuss each other about media convergence. For example, reporters discuss what kind of photos or videos get more attention from netizens. "Mutual support, sharing, suggesting reporter strategies to create news online." Informant 3 also added that there is also a conjecture with this convergence, all the work so increases while the reward obtained does not exist.

In the third stage, assessment of needs, problems, risks, opportunities and solutions. When running media convergence, hardware and software are required to support each other. In terms of stakeholder participation, the need to support this policy is socialization, clear rules, rewards and punishment for those who run and not run as well as strong commitment from all stakeholders of Metro TV.

From the implementation, it is found a number of obstacles, the gap between the expected and the reality. Socialization has been going well, but the rules and conclusions for employees who participated or did not participate have not been properly arranged. Another obstacle is that a small percentage of stakeholders do not yet know the benefits of media convergence so they have not felt the need to participate. The risk of running media convergence is also emerging, including minimizing errors due to new media and social media platforms, the audience is generally very responsive. They can provide feedback directly. Despite the risks, the opportunity to unify the vision persists. If run consistently, Metro TV as a conventional media can integrate with new media so that it can capture a wider audience. This can be realized if all stakeholders are aware of the importance of contributing to media convergence and mutual coordination between these lines. Socialization with coordination meetings between departments, organizing training and making clear rules is a solution to increase stakeholder participation.

The need for convergence is already recognized by all Metro TV stakeholders because it reaches a wider audience and caters to the changing needs of the audience. But the problem arises because changing behavior is not easy because many are already in the comfort zone. Management policy on convergence has not yet been formulated strategic steps. There is no reward and punishment if not actively support the convergence step. From the technical side, the Internet network infrastructure must be adequate so as not to lag. "Software and network are the main ones. So it must be supported by all parties, "said Informant 1

The risk with convergence measures should receive attention. Prudence should be a central principle by not just relying on speed. Dina says one small mistake can make us humiliated by netizens. "We're tired of it, they can bully us all out. The effect is to the Metro TV image.

With the convergence of media, opportunities are created a lot. For TV stations this is a new source of revenue because of the new platform. For Metro TV as news television will get information faster than public.

When it becomes a policy, Metro TV stakeholders should seek solutions to problems and risks. Various ways are done so that communication can be a goal such as Equal perception, coordinate, improve collaboration, and provide training and focus group discussion with the competent parties. One step equates perception Dina said: "For digital promotion strategy, we collect producers and socialize that Metro TV already have social media and every program must have social media. We share and ask for help to be promoted. It happens because they already feel the benefits"

Informant 3 added, "Socialization should be slow, because there are many generations who are old-fashioned and if only their subordinates are aware then the impact is hard to practice media convergence. So I think I should be top down. "

At the stage of prioritizing key issues for reconciliation changes in perceptions. At this stage, important issues such as the importance of media convergence and stakeholder participation are of concern to management. Even not only depends on management, the stakeholders also make a voluntary and informal perception. For example, reporters discuss how to produce good content and give each other feedback on what they have done.

The main problem in media convergence in Metro TV is increasing communication participation in media convergence. To overcome these problems, there must be a strong binding policy,

so there is reward and punishment. Otherwise, employees feel it is not mandatory to follow the direction of media convergence. Reward and punishment is needed to encourage employees to achieve

Equalize the perception of all people to participate must be done continuously consistently. Since 5 years ago, Metro TV has realized the importance of media convergence so it needs a strategic step so that all stakeholders can participate. "Must be from the company started an appeal, training. More publicized such as targets to be achieved after media convergence, then what kind of content, "said Informant 2. According to the researchers' observations, from five media convergence, digital promotion or collaboration is the best convergence applied to Metro TV. For that Programs are required to make the content interesting and can be promoted in social media. Superior programs of Metro TV and its Presenter are required to have social media accounts and are responsible for managing them.

In addition to training and discussion, all informants agreed that encouragement from top management or leadership is required for all stakeholders to be involved. There are rewards for those who run and there is punishment for those who do not run.

Stage Validation of the findings and defining solutions to the problems of stakeholder participation to master media convergence are as follows:

a. Although most are already aware of the need for a media convergence policy is needed, but not all employees feel it is important to get involved. Especially old employees. The solution is to re-socialize intensely, making special training for those who still refuse.

b. There is no standard rule regarding employee participation in terms of media convergence policies. Active engagement is highly dependent on the leadership of each section. If the leader is concerned, then his subordinates become more concerned. Solution: must be made company rules that will regulate the flow of application convention media. It is expected that stakeholders understand that they are part of the change.

No reward and punishment. There is no penalty for non-media convergence and no special rewards for those already actively involved in social media. Solution: reward or reward needed because it can increase the motivation in carrying out the task. Conversely there will be punishment for individuals or institutions that do not implement it.

Discussion

In every development or development of a community, good communication is required for stakeholders involved in running with one vision and mission. For that we need an assessment of the communication that occurs in the environment to find out how communication problems occur so that community goals difficult to achieve.

Metro TV as well as television stations in the world today try to anticipate the era of media convergence towards a better change. For that Metro TV develop communication strategies in employees to be able to move together to run the process of media convergence that occurred in the era of technological developments and the media today.

In the principle of dialogue, Freire in Tufte and Mefalopulos make it clear that dialogue is a process of communication between two or more people to provide an understanding of the issues at hand (Tufte&Mefalopulos, 2009). Communication that happens to Metro TV employees to anticipate media convergence creates more policy than dialogue. Top to down communication is more implemented in terms of policies and regulations relating to media convergence although it does not dismiss the role of down to top communication.

The role of the meeting as a down to top communication aims to strengthen coordination between divisions. In addition, special training and discussions are part of Metro TV's strategy to create dialogue from all stakeholders as a means to develop ideas to anticipate media convergence. With this strategy, socialization of media convergence can work well and stakeholders are able to understand about media convergence and the importance of media convergence impact on the development of television industry.

On the sound principle, Freire's attention in Tufte and Mefalopulos is on the division of roles, space and time to determine focus, find problems, solve problems and act (Tufte&Mefalopulos, 2009). Although Metro TV has a dialogue to solve the problem of media convergence but the role to find the problem and solve it still rests on the leadership. Not much awareness of employees to come to find solutions in solving the problem of media convergence so that ideas that appear relatively little.

Metro TV implements training as a means of communication process among stakeholders in developing media convergence. The training also invites both internal instructors and media convergence experts from outside the company. The training contains material on understanding of media convergence, building trust to develop media convergence on Metro TV and fostering hope for future media convergence.

More problems are found on the level of action and reflection on Metro TV. Although Metro TV stakeholders understand the importance of media convergence but in practice it is difficult for them to implement the results they receive from the training. The absence of rewards and punishments makes Metro TV employees feel like there is no responsibility to implement the media convergence. While rewards and punishments are one form of organizational communication to achieve common goals. Zohrul in Jirre said that the role of organizational communication is primarily to inform employees about their duties, policies, other organizational issues, and second to create communities within the organization, reduce communication uncertainty, improve security, work within organizations (Manopo, 2014).

One other problem is the over-reliance on leadership in media convergence so rarely does an employee's initiative take place in the communication process of media convergence.

Conclusion

Metro TV since last year established medcom.id as a sign that media convergence will be run more intensively. The internet-based online media platform becomes one of the content outputs for Metro TV programs in addition to conventional television channels. Internally, Metro TV is also implementing convergence with social media for promotional purposes. Snippets of video content and digital banners can be viewed on twitter, Instagram and YouTube channel whether it belongs to Metro TV or the personal accounts of its employees.

Metro TV needs the support of all stakeholders to succeed in this media convergence policy. This participatory communication assessment study of stakeholders wants to see how far the communication of employees is involved with the media convergence policy. In general, stakeholders already understand that Metro TV has run media convergence and the step is a necessity in the millennial era at this time. But there are still some employees who are reluctant to learn media convergence. More reluctance occurs in technology convergence.

Communication to overcome this problem is mostly done top-down. Although down to up communication is still done. Top to down communication is done in the delivery of policies or regulations from the leadership to the employees while the implementation of the down to top communication leads to a number of interdepartmental coordination meetings, focus discussion groups and training. Informally through direct and indirect communication, this policy continues to be disseminated vertically from superiors to subordinates or horizontally, between fellow co-workers.

However, there are still a number of obstacles, not all stakeholders implement optimal media convergence. This is one of them because there is no rule that becomes a reference for the implementation of this media convergence policy. In addition there is no reward and punishment for those who implement and not implement this media convergence policy.

Acknowledgement

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