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Social Marketing Communication of Peace Education Program by Peace Generation Indonesia

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Abstract. *Indonesia is a multicultural country that reports increasing intolerance rates and a high potential for conflict yearly. So, peace education is needed to prevent it. Peace Generation Indonesia, or PeaceGen, is a Non-Government Organization (NGO) working in the field of peace based in Bandung. Their activities include developing peace training through creative media and game-based learning, creating peace learning media, and activating peace content. PeaceGen has also produced more than forty thousand Agents of Peace (AoP) to spread peace. This study aims to find out the social marketing communication activities carried out by Peace Generation by reviewing and analyzing program design, promotion mix implementation, utilization of the "AoP Journey" digital platform, and the role and ability of the Agent of Peace Coordinator in fostering relationships with the Agents of Peace. This research uses qualitative methods and a case study approach. The study results show that the marketing communication carried out by Peace Generation seeks to produce peace education using collaborative programs and collective actions to create a peace-loving society. However, using digital platforms in their activities still allows for technological gaps.*

Keywords: *Marketing Communication, Creative Media, Game-Based Learning, AoP Journey, Peace Generation Indonesia*

INTRODUCTION

As a multicultural country with diverse socio-cultural dynamics and a wide geographical area, it can be said that Indonesia has a high potential for conflict both horizontally and vertically (Kester et al., 2019). Problems that arise in Indonesia broadly include social, economic, moral, character, and self-esteem issues (Supriyatno, 2018). In addition, radicalism and extremism are movements that are rife in Indonesia that cause violence associated with religion (Sapulette & Pakniany, 2019).

Racism is one of the fundamental conflicts arising due to diversity in Indonesia. Jakarta State University sociologist Robertus Robert in voaindonesia.com stated that racism in Indonesia is a legacy of European colonization in Indonesia as a form of strategy to conquer existence, namely by defeating race (Sucahyo, 2021). Quoted from suara.com, Komnas HAM noted that from 2011 to 2018, 101 complaints regarding alleged instead and ethnic violations increased sharply during the 2016 DKI Jakarta election (Tanjung, 2021).

Another conflict phenomenon in Indonesia is the violation of Freedom of Religion and Belief. During 2014-2018 there was at least 488 freedom of worship and belief incidents contrary to human rights (Puspitasari et al., 2021). The strong influence of religion in these various violation activities creates tension, often leading to conflict in society (Ahat & Auliahadi, 2020).

In addition to conflicts of intolerance and KBB violations, the phenomenon of bullying and violence

that occurs in children and adolescents is an iceberg phenomenon whose cases always increase every year (Alexandra, 2018). Based on KPAI records in 2020, bullying cases in schools and on social media reached 2,473 points, creating a graph that continues to increase (Mardiah et al., 2022). From the various realities of the conflicts that occur, social marketing communication is needed to promote ideas through an educational process that aims to change audience behavior (Yemima & Rusdi, 2020).

Social marketing is an activity influencing changes in people's behavior, designing a systematic process using marketing principles and techniques, focusing on audience priorities, and being able to deliver benefits to everyone and society (Lee & Kotler, 2019). Social marketing communication uses communication technology and marketing expertise to change society's social situation using integrated planning (Kulsum, 2020). In this case, peace education is a strategy to promote knowledge, skills, and attitudes in helping others in prevention, peaceful conflict resolution, and creating a conducive social climate (Riyani et al., 2019).

In the current digital era, Peace Generation Indonesia (PeaceGen) is one of the Non-Government Organizations (NGOs) engaged in peace education based in Bandung. As noted by the official PeaceGen website (peacegen.id, 2021), this organization was formed because of a meeting between Irfan Amali and Eric Lincoln in 2006 when Eric taught English at a private publishing house in Bandung and Irfan became one of his students. They created the 12 Basic Values of Peace module to be disseminated to the widest broadest audience through peace education programs.

In general, the various peace education programs organized by PeaceGen are educational specifically for the younger generation to create peace between religions, ethnicities, cultures, and races (Sapulette & Pakniany, 2019). PeaceGen takes advantage of the condition of today's young generation, who can access the internet but are still unstable and are trying to find their identity so that they make it their target audience (Nugraha, 2020).

To date, there have been 40 thousand AoP who have learned the 12 Basic Values of Peace, 31 thousand students have learned the 12 Values of Peace online through the Ruangguru platform, 5 thousand teachers and community leaders have been trained to become peace educators, 108 cities and districts in Indonesia and 11 countries that have been reached by the PeaceGen program and have received 14 national and international awards. With many AoP, PeaceGen utilizes new media in the form of the AoP Journey digital platform as a medium of communication with AoP spread across various regions and regions to record and track the spreading activities of peace values by AoP.

In line with the urgency of character education for children and adolescents in Indonesia, the researchers want to study and analyze how the social marketing communication of the peace education program carried out by PeaceGen grows audience awareness of the value of peace. If previous similar research has raised more common social and health issues such as drugs, use of birth control pills, and socialization of Covid-19, this research tries to look at social marketing communication in the form of abstract products, namely the value of peace combined with advances in Information, Communication, and Technology.

This study will focus on the design of the peace education program, the implementation of the promotion mix run by PeaceGen, the use of the

"AoP Journey" digital platform, and the ability of the AoP Coordinator to foster relationships with AoP carried out by PeaceGen. This research is expected to provide insight for NGOs working in the social sector to thrive during the onslaught of information, Communication, and technology developments (ICT).

METHOD

This study uses qualitative research methods that allow researchers to carry out research procedures that produce descriptive data in the form of written or spoken words from people and observable behavior (Moleong, 2013). This research uses a case study approach to collecting data and information in detail, intensively, and systematically about a phenomenon using various methods and techniques to understand effectively about the case (Yusuf, 2015). This research method and approach were chosen to reveal the unique and rich research results on social marketing communications conducted by PeaceGen on the idea of peace values spread through various peace education programs.

Virtual ethnography and literature study are data collection techniques used in this research. Virtual ethnography is a term that can be used as a research method as well as a data collection technique. Due to the ongoing Covid-19 pandemic, this collection method is what researchers consider appropriate. Virtual ethnography is used as a data collection technique carried out through four steps (Achmad & Ida, 2018), namely: (1) actively identifying the community; (2) negotiating access; (3) establishing contact by participating in participant observation; (4) conducting in-depth interviews (using electronic media or face-to-face).

In this study, the researchers used virtual ethnography by agreeing with the researchers and the resource person by carrying out the four steps mentioned above. Researchers with key informants conducted in-depth interviews through Google Meets from August to December 2021. The resource persons for this research were Comms Coordinator Peace Generation, Project Coordinator Peace Generation, AoP Coordinator, and Content Creator Peace Generation. Afterward, the researchers verified and conducted in-depth interviews with the AoP of The Year 2021, who had participated in the PeaceGen's program, and the marketing communication practitioner.

RESULTS AND DISCUSSION

In social marketing, three ways can be done to achieve goals, namely education (providing the information), motivation (persuasive), and advocacy (taking socio-political action) (Fauzi et al., 2020). If you look at PeaceGen's mission, PeaceGen does its social marketing by distributing education. The value that wants to be spread is peace with its various diversifications for young people to apply in their lives. In this section, the researchers will explain the social marketing communications carried out by PeaceGen in marketing the values of peace through peace education programs.

1. Peace Education Program Design Using Creative Media and Game-Based Learning

PeaceGen was built with the spirit of wanting to teach peace to young people like children, youth, and educators using creative and fun ways. In spreading the value of peace in Indonesian society, PeaceGen seeks to develop suitable programs that target adopters can positively accept to implement the importance of peace in life. Peace education programs are not created just like that, but further observations and observations are needed to be able to produce programs required

by the community.

From the desire to teach peace education in a fun way and inspired by Experiential Learning, PeaceGen developed a learning method called TANDUR (Grow, Experience, Name, Demonstrate, Repeat, and Celebrate) which is combined with the use of creative media and games in the learning steps. The TANDUR method is an acronym that will be described as follows:

1. Tumbuhkan (Grow)

In this process, the trainer will invite the audience to grow their interest in the learning. Activities to foster this interest include playing games, ice-breaking, and short videos to generate a reaction of audience interest in what the trainer has to say.

2. Alami (Experience)

The second stage is related to the audience experience. The trainer will directly invite the participants to experience new experiences through games to improve the incident. From games that can create this experience, the training audience can recognize a concept that will be learned. This is because the values of peace are abstract concepts that can only be understood by experience.

3. Namai (Name)

This stage is the stage of elaborating the concept of the board game that has been played. From the example of the Galaxy Obscurio board game in the second stage, the audience can already recognize what empathy is. From this, the trainer then elaborates on empathy to the audience by explaining theoretical frameworks, models, types, and so on.

4. Demonstrasikan (Demonstrate)

When the audience is interested, has experienced, and has named the concept taught, the participants will demonstrate it, usually by going through a presentation activity or showing an example according to the instructions.

5. Ulangi (Repeat)

At this stage, the audience will be invited back to repeat the concepts learned as a form of affirmation of the materials that have been obtained. So, this can make material related to the idea of peace values more attached.

6. Rayakan (Celebrate)

In the last stage of this learning, celebrating reinforces the concepts that have been learned and the experiences that the audience has obtained. At the end of the training session, participants will make peace promises whose central point is that the audience who have become AoP will continue to carry out peace missions, become peace agents, and remain open to diversity.

In the above learning process, PeaceGen uses creative media and game-based learning. PeaceGen believes that creative media are tools for peace education activities and are essential to creating a learning experience for the audience during the training. In addition, creative media is also used to support other activities, namely the activation of peace content. So, the creative media used by PeaceGen is a creative medium that fosters the experience of individuals to learn a particular concept using various media.

The creative media used in the training program is in the form of Module 12, Basic Values of Peace. This module has a variety of diversified products. For training sessions, the diversified products are video learning and board games. In the training program sessions, PeaceGen uses animated videos for learning materials, usually shown at the time of growing interest or in the early stages of the learning framework. In addition, in utilizing social media, PeaceGen uses creative media in peace education through visual and audio-visual content channeled through various social media platforms such as Instagram, Youtube, and Facebook. These contents are in the

FIGURE 1. Board Game Peace Baker
Source: peacegen.id, 2021

form of educational videos and podcasts.

In the series of learning methods compiled by PeaceGen, game-based learning is strongly related to experiential learning. PeaceGen does this to create an unforgettable experience in the audience's minds. Lindawati Sumpena as Project Coordinator, explained:

> *"If you look at the word's meaning, game-based learning is learning that uses games. In essence, PeaceGen uses a medium in the form of games: board games, group activity games, individual games, or even mobile games. PeaceGen uses the medium and will then discuss the existing concepts."*

Learning using this game is used by PeaceGen in every peace education training program. The game used by PeaceGen in learning is a board game. A board game is a game where one of the essential components is a sheet of the board or square-shaped paper, for example, monopoly, ludo, and snakes and ladders. One board game often played is the "Peacemaker Boardgame," as in

FIGURE 1. This board game teaches about conflict resolution in a peace education program.

In carrying out game-based learning, there are three main sessions conducted by the PeaceGen trainer. This is necessary to create openness and provide understanding to the audience regarding the game to be played. The three main sessions include:

1. Briefing session, this session seeks to explain why the audience needs to play this game, then explain how to play the game.

2. Playing session, in this session, participants will play according to the trainer's instructions without first thinking about what the purpose of playing the game is. So, in this session, players only need to play.

3. Debriefing session, namely discussing games that have been played and discussing them contextually.

Akbar Mutfasir is a young man from Pinrang, South Sulawesi, active in various organizations, including the Indonesian Young Leaders House. His activity brought Akbar to recognize

PeaceGen by joining the PeaceGen peace education training program in 2018 to enrich his knowledge regarding peace. Akbar Mutfasir, as Agent of Peace of The Year 2021, explained:

> *"PeaceGen tries to enter the audience world first, for example, students. What do students like? The student still likes playing games, music, and reading. So that way they (PeaceGen) go in that direction, namely by making music, making books, making learning methods using games like that that are interesting."*

The big question became the difference between the experience of learning the value of peace in formal schools and through the non-formal PeaceGen training program. With the nature of the training program, Akbar considered this method very effective because, during the training process, you could see its changes.

2. Implementation of the Promotion Mix in Marketing the Peace Education Program

After creating a program design to sell to the public and it is felt that it has a positive impact and can make better social change, it is necessary to carry out promotional activities from the program. To achieve marketing targets, PeaceGen uses a particular set of promotional mixes to carry out promotions like event and experiences marketing, public relations and publicity, also word of mouth marketing.

An event is created as essential and exciting as possible to celebrate something (Herianto & Irwansyah, 2019). Event & Experiences Marketing is a promotion mix that allows consumers to interact directly with a company through a special event that can create an authentic consumer experience and create positive brand value for the company. PeaceGen often holds events to promote the 12 Basic Values of Peace. During the Covid-19 pandemic, events, such as webinars and virtual training were held online.

In addition to promotions related to the events to be held, PeaceGen seeks to foster authentic experiences for their program target audience by referring to the PeaceGen program design inspired by experiential learning and the TANDUR Type Quantum Learning Method. The TANDUR framework used in the program design allows the audience to experience the experience. The program is designed for the audience to engage their senses, feel something related to the value of peace being taught, think, act, and connect. This is also supported by using creative media and games in the learning process. So that the effectiveness of the program also measures the success of PeaceGen in designing events. An event is also a promotional tool to build a positive experience in the audience's minds. It plays a role in shaping PeaceGen's positioning in the audience's minds.

In addition to marketing events and experiences, PeaceGen carries out promotional activities in the form of Public Relations and Publicity to establish good relations with internal and external parties and create a positive image, appreciation, and understanding. To carry out its peaceful mission, PeaceGen seeks to develop good relations with various parties in expanding its program distribution network.

PeaceGen is an NGO with a management structure like any other company. On PeaceGen's inner side, it maintains relationships with various elements of employees, from the director, finance department, Human Resources section, program section, communication section, and others. To maintain good relations within the organization,

PeaceGen adheres to the core values. Gina Aulia Rahman as, PeaceGen's Comms Coordinator, explained:

"There are five core values. The first is faithful, respectful, happy, impact-driven, and socially and environmentally responsible. So, we keep PeaceGen socially cohesive, organizationally strong, and solid, so we live those five values."

In addition to maintaining good relations with internal PeaceGen members through its core values, PeaceGen also seeks to create and maintain good relations with various external parties to disseminate the 12 Basic Values of Peace to the community. PeaceGen seeks to establish good relations with external parties through the following collaborative programs:

1. he Ministry of Home Affairs of the Republic of Indonesia, PeaceGen promotes peace and becomes an expert resource person in the field of peace,

2. Schools, through the "Integration of the 12 Basic Values of Peace" and "Breaking Down the Walls" programs,

3. Communities, NGOs, CSOs, government institutions, researchers, and donors, who are engaged in the prevention of violent extremism through the K-Hub Digital Platform,

4. The Association of Indonesian Islamic Religious Education Teachers (AGPAII), through the "21st Century Teachers" program,

5. Agents of Peace throughout Indonesia through the routine "AoP Gathering" program,

6. Opening opportunities for academic research collaboration for researchers who are interested in the field of peace.

In FIGURE 2, a digital platform called K-HUB or Knowledge Hub is an information platform regarding preventing and responding to extreme violence initiated by PeaceGen to serve as a forum for information and mapping of the activities of violent extremism prevention programs. In this platform, all NGOs working on preventing violent extremism, governments, educators, researchers, practitioners, and even everyone can access all information related to preventing violent extremism.

FIGURE 2. K-HUB Digital Platform as a Form of PR Activities
Source: K-Hub, 2022

So that when everyone wants to hold a program to prevent violent extremism, they can research and explore the data in K-HUB.

Meanwhile, publicity is an effort made by the company to be able to be covered by the mass media to create a corporate image in the eyes of the public. PeaceGen also conducts publicity activities, and several online media contain articles related to the PeaceGen program or the value of peace initiated by PeaceGen. Gina Aulia Rahman explains:

"PeaceGen has several personal relationships with people in the mass media. Several journalists are close to Irfan Amali (Director of PeaceGen), who have invited him if there are interesting events, programs, or reviews to send them to be published. That's all (the existing publicity); the relationship between Kang Irfan and media reporters is only personal."

From this statement, the PeaceGen Director has a positive personal relationship with media journalists because Irfan Amali is an important figure in the world of peace in Indonesia and has won several important awards. One of the awards he has ever won is Kick Andy Heroes 2021 because, for 14 years, he has consistently spread the value of peace through the PeaceGen organization. This helps facilitate PeaceGen's publicity in online mass media. Apart from relying on the achievements of PeaceGen leaders, one of the other strategies carried out by the Comms Division in gaining publicity in online mass media is by regularly sending press releases about their programs to the media.

Meanwhile, publicity activities can be increased through public speaking activities, events, and media relations (Sulastri et al., 2021). PeaceGen has

carried out publicity activities so far have used articles in online mass media by utilizing the personal relationship between media journalists and PeaceGen. The issue of peace during the hustle and bustle of the conflict of intolerance in Indonesia has become a separate human-interest value for articles written by the mass media.

In addition to events and experiences marketing, public relations, and publicity, PeaceGen relies on Word of Mouth (WOM), or the power of the consumer's voice, as a promotional tool for PeaceGen. In NGOs or other matters related to social movements, WoM is very applicable. PeaceGen uses the following two types of women:

1. Organic Word of Mouth

Organic Word of Mouth is a review that appears because of the excellent quality received by the audience related to the product or service that the audience has felt. Because the target audience is mainly on Instagram, the WoM that PeaceGen is trying to show on Instagram is in the form of an Instagram Story published based on reviews from audiences who have previously participated in the PeaceGen program.

2. Amplified Word of Mouth

Amplified Word of Mouth is a conversation or review companies deliberately create to get people to tell stories. In this type of WoM, on its official website, PeaceGen compiles Agent of Peace stories related to their experiences after participating in the PeaceGen program called AoP Story.

The planned WoM marketing is also carried out on Instagram to promote their programs. Usually, PeaceGen focuses on the impression and impact felt by the audience on the program that has been followed as a form of testimony to attract the interest of other target audiences to join the program. This testimony is visualized through visual content posted

FIGURE 3. Word of Mouth Marketing PeaceGen on Instagram
Source: Instagram @peacegenid, 2021

on the @peacegenid Instagram account, as shown in FIGURE 3.

The testimonials are organic and amplified WoM, and the two combinations become the electronic word of mouth (e-WoM) (Ratnasari et al., 2019). Not only WoM in digital media, WoM for PeaceGen also appears organically, thanks to the recommendations of program participants. Akbar Mutfasir, as Agent of Peace of The Year 2021, explained:

"In Makassar, there is a Makassar Community Party, where there is a time when all Makassar community and organization friends gather. Usually, communities offer each other collaboration. Usually, I introduce PeaceGen, what kind of program, then my friends are interested in collaboration because they are interested in the PeaceGen program in the form of training and teaching children and students."

In achieving a successful business, organizations must implement and maintain strategies to satisfy consumer desires, meet consumer needs and wants, and continue to make consumers feel interested in the products being sold (Trigartanti & Triwardhani, 2019). Digital communication in the era of technology and information has proven to be influential in introducing ideas to the market (Firmansyah et al., 2021). In addition, in social marketing, organizations engaged in the social sector must pay attention to and maintain the norms that existed before humans were born. Thus, PeaceGen's promotional tools can successfully attract the attention of the target audience.

3. Utilization of "AoP Journey" Digital Platform as a Communication Media Between Peace Generation Indonesia and Agents of Peace

Since PeaceGen was founded in 2007, it has conducted many training programs in various cities in Indonesia so that PeaceGenPPP has succeeded

in producing forty thousand Agents of Peace (PeaceGen, 2021). Agent of Peace (AOP) is a term for people participating in the peace education training program organized by PeaceGen. As the data listed on the official website (peacegen.id, 2021), there have been as many as 40 thousand AoP spread across 108 cities and regencies in Indonesia as well as in 11 countries.

With many alumni of programs and pieces of training, PeaceGen intends to continue a system that can create long-term and sustainable impact by involving AoP and staying connected with AoP. The plan is called the "AoP Journey" to track AoP activities through a system that detects each movement and keeps in touch with AoP. AoP Journey is a PeaceGen platform that is intended for AoP throughout Indonesia to maintain relationships with AoP so that PeaceGen can provide what it has or new things that PeaceGen releases. AoP can access it quickly and re-learn it in PeaceGen.

The use of the AoP Journey needs to be disseminated to AoP spread throughout Indonesia to create activities to spread peace sustainably. PeaceGen has been trying to reach out through chapter groups, Whatsapp groups, and their programs. For example, in the past two months, two training programs have been running in Makassar. At the end of the session, PeaceGen directed the participants to register on the AoP Journey platform and get their AoP ID.

PeaceGen also adapts to digital progress by using the official website as the organization's leading platform to provide information related to the organization, raise funds for the advancement of peace education, program socialization, and others. One of the uses of the official website is to create AoP Journey page as a place to stay connected with AoP throughout Indonesia. This forum is for young hi-tech

AoP with a spirit of peace. This platform is also helpful in connecting audiences with companies online. Hamzah Reevi, a marketing communication practitioner, explained:

> *"It's essential and hard not to use digital platforms, especially with the current conditions that limit all direct (offline) social activities. The website is like home for companies that rely on online systems, and social media platforms are the vehicle. Both have had a huge impact on market confidence and valuation."*

Even so, the active platform users of AoP Journey are still only hundreds compared to the total number of Agents of Peace who have participated in the PeaceGen program since 2007, which is 40 thousand. Various obstacles are faced in socializing the AoP Journey platform as a communication platform between PeaceGen and AoP. Hayati Nur Syafii as Agent of Peace Coordinator explained:

> *"To make an AoP Journey, you need to be guided, you need to be accompanied, so the interest is still shallow, you are still a beginner. If it is numbered 1-10, we are currently still in these 2 (users) AoP Journey. System-wise, there are problems because the AoP Journey is a new experience for PeaceGen to digitize the AoP system from manual or offline to online, digital, and via websites like this one."*

There are a lot of senior AoP out there who are community coaches or teachers and are active AoP in spreading the spirit of peace, but it is not yet possible to access the AoP Journey platform. Not everyone can adapt to the times, especially generations X and Y. Many senior AoP

actively contribute to the field of teaching and learning activities. Things that don't go smoothly in digital promotions like this can impact brand awareness and the audience's brand image (Panggita, 2021).

Online digital media in web-based services allow individuals to build profiles, create lists of other users connected to them, and view and explore the list of connections in a system (Hamdan et al., 2019). Millennial teenagers quickly adapt to something new, in this case, the development of digital media, because they are susceptible to new things (Ainiyah, 2018). Meanwhile, in contrast to the older generation, who tend to play a vital role in developing community spirit.

4. The Role and Ability of the Agent of Peace Coordinator in Fostering Relationships with the Agent of Peace

In managing members of the AoP community divided into three categories, namely Chapters, Clubs, and Affiliates, which are 18 communities spread across several regions, the ability of the AoP Coordinator to build relationships with AoP is something that PeaceGen relies on. This is because AoP is an essential party in spreading the PeaceGen spirit in their respective regions.

PeaceGen's AoP Coordinator is Nur Hayati Syafii, commonly called Hayati. He comes from Madura and studied S1 at UIN Jakarta. In 2018, Hayati moved to Bandung and joined PeaceGen. At first, Hayati was placed in the Peace Academy section. However, after the previous AoP Coordinator resigned, Hayati was transferred to the AoP Coordinator section. Some of the roles of AoP Coordinator carried out by Hayati Nur Syafii are as follows:

1. Become a bridge between PeaceGen and the AoP scattered in various regions.

2. Accompany AoP members of Chapters, Clubs, and Affiliates in carrying out each peace education program project.

3. Accompany the AoP in dealing with group dynamics.

AoP usually faces various kinds of group dynamics and conflicts in Chapter and Club groups. In carrying out the role, the AoP Coordinator's ability is a mainstay in managing these communities to continue running as they should. The first and foremost ability in being an AoP Coordinator with the task of facilitating local AoP communities is "listening."

Akbar Mutfasir is one of the administrators of the Makassar Chapter after he became an AoP in the first PeaceGen training program he participated in, "Boardgame for Peace." Then he and his friends want to continue to spread the spirit of peace in the South Sulawesi region by promoting peace-related initiation projects to continue the energy brought by PeaceGen. However, in building a solid and established community, Akbar and his friends in the Makassar Chapter did not immediately succeed. The struggle he and his friends did with the help of the AoP Coordinator. Akbar Mutfasir explained:

> *"What is more important is how the Makassar team and I can do our best to run the program. Whether there are funds or not, we have already done it. Even in the past years, we often used our money for the program. We want to campaign for peace and tolerance in Makassar city, focusing on young people. In the end, we have started to come in from several donors and have been assisted in funding."*

Through this statement, the AoP Coordinator also seeks to help the welfare of Chapters, Clubs, and Affiliates who represent PeaceGen to create projects in their respective areas. This welfare includes helping to fund the Chapter

program. In addition, the Chapter's routine activities are also monitored by the AoP Coordinator by receiving activity proposals and activity reports. Akbar added that he and the Makassar Chapter team often update the PeaceGen center related to activities held by AoP Makassar.

Through the information above, the ability of the AoP Coordinator also helps in administrative activities so that the community formed is well established, maintained, and well organized. In the end, Akbar and his AoP friends in the Makassar Chapter found a society under the PeaceGen license, managing publications on Instagram accounts @ peacegenmakassar and @aopmakassar.

CONCLUSION

Organizations expend energy, thought, and material in social marketing communications to create positive behavior change. Social change does not necessarily occur because of one party but results from the collaboration between social organizations and the government, other organizations, educators, researchers, and the wider community. Organizations also use digital media as promotional media. A well-maintained and well-established network of members can also create collective action to achieve the desired social marketing communication goals.

PeaceGen's peace education program begins with the program design process. PeaceGen created a program with a TANDUR-type quantum learning approach (Grow, Experience, Name, Demonstrate, Repeat, and Celebrate) combined with experiential learning using creative media and board games. The program is then promoted with promotion mix tools such as event and experiences marketing, public relations, publicity, and word-of-mouth marketing. After the participants join the program, they become AoP and are directed to connect

with the digital platform "AoP Journey" as a form of community management. The AoP Coordinator plays a vital role in fostering relationships with AoP.

Digital community management through digital platforms in social marketing communications allows a technological gap among AoP in generations X and Y. These technological gaps can be overcome by optimizing mobile-friendly site settings or providing alternative forms of communication through other media to keep AoP connected to the internet. In addition, more intensive digital platform socialization activities can be supported by organizing AoP Gathering programs, contacting program alumni via electronic mail and Whatsapp based on databases, and improving the AoP database system supported by the right human resources.

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Critical Discourse Analysis of Rejecting the Andesite Mining in Wadas Village News on Tempo.co

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Abstract. This study explains the dimension of the Teun A van Dijk model in online text news entitled "Rejecting the Andesite Mining in Wadas Village" by Tempo.co. Tempo's online newspaper provided survey data and data sources in text news entitled Rejecting the Andesite Mining in Wadas Village. The data collection technique in this research is used a descriptive-analytical documentation method with a critical discourse analytical approach of the Teun A van Dijk models. Investigation in Teun Van Djik's theory consists of three dimensions. Those three dimensions are superstructure, macrostructure, and microstructure dimensions. The superstructure dimension is about text consistency and schematization. The macro-structural dimension of Van Dijk's critical discourse analysis of the model discusses the problem: the discussion of the inhabitants of the village of Wadas refusing to mine andesite in their area. The microstructure dimension is background, detail, Intent, premise, sentence form (passive and active clauses), coherence (additive/additive coherence, causal coherence, and contrast coherence), pronouns (they and our pronouns), lexicons, graphics, and metaphors.

Keywords: critical discourse analysis, news, Wadas, tempo.co

INTRODUCTION

Clashes between Wadas villagers, Bener District, Purworejo Regency, Central Java, and police who escorted the land measurement of land used as an andesite mine occurred again on Tuesday, February 8, 2022. This incident led to the arrest of residents who refused to use their land as a mining site, the same as the previous incident on April 23, 2021. Besides, President Joko Widodo planned to build the Bener Dam, who enlisted as the National Strategic Projects (PSN) regulated by Presidential Regulation of the Republic of Indonesia Number 109 of 2020. The Bener Dam is planned to be built in Bener District, Purworejo Regency. With a capacity of 100.94 million m3, the dam can be used to irrigate an agricultural area of 1,940 hectares and provide 1,500 liters of raw water per second, 6 Mega Watt Hydroelectric Power Plant (PLTA), reduce flooding, conservation, and tourism object.

Besides being planned as the dam construction site, Wadas Village will also be used as andesite stone mining land. That stone is used as material for dam construction based on the Governor's Decree (SK) Number 590/41 the Year 2018 in June 2018. The mine construction continues despite the rejection from Wadas villagers. The Andesite mining is considered outside the construction plan, so it cannot use the land acquisition scheme for the public interest following Article 2 point (c) Government Regulation (PP) Number 19 of 2021 concerning the Implementation of Land Procurement for Public Interest construction.

The media certainly noticed the incident of the arrest of a resident of

Wadas Village, one of them was Tempo. co, which is mainly known for its easy-to-read and trustworthy news. Tempo.co, previously known as Tempo interactive, is an online news and article web portal founded by PT Tempo Inti Media, Tbk (Tempo.co, 2022).

The news content can be determined by which side they stand by using critical discourse analysis (CDA) from Teun A. Van Dijk. Critical discourse analysis considers language in traditional linguistic terms and connects to its contexts that show the language is used for specific purposes. This context involves a process called social cognition. This social cognition can be described as how the media produce the text and depict the social value then absorbed by the journalist's cognition and used to compose text news. (Humaira, 2018).

Yanti et al. (2019) examined the Teun A. Van Dijk CDA in the speech text asserting the 2019 presidential electoral victory. They observed five characteristics of the CDA: action, context, history, power, and ideology. Similar research was also conducted by Maghvira (2017) regarding Tempo.co's news about the death of Jakarta STIP cadets. The study results stated that Tempo.co practiced diction selection, complex sentences with cause and effect connector, and selected interviewee's indirect quotations to produce text news. (Maghvira, 2017).

The researcher wants to examine the Van Dijk CDA model in reporting on rejecting andesite mining in Wadas Village, Bener District, Purworejo Regency on Tempo.co through the text structure element social cognition and social analysis. The results of this study are expected can find out the discourse conveyed by Tempo.co media through the text news in the form of particular messages or motives.

METHOD

The researcher uses qualitative research with a descriptive-analytic approach through critical discourse analysis in the social sciences and humanities science in micro-study rules. This research is mainly concerned with patterns and human behavior. Then, what lies behind that behavior that is difficult to measure with numbers. Everything that seems symptomatic is not always the same as what is in mind and actual desire. Qualitative research stems from inductive thinking patterns based on participatory objective observations of a social phenomenon. The descriptive-analytic approach is qualitative research that aims to understand and interpret the subject, provide all the symptoms that appear, and interpret what is behind the symptoms. On the other hand, it describes what, who, where, when, how, why, and so on the research subject (Haryatmoko, 2019).

The data collection technique used is a documentation method with van Dijk's critical discourse analysis approach, descriptive data analysis was carried out through data reduction, description, classification, interpretation, and summarizing. The sources used are articles about andesite mining in Wadas Village, as shown in Table 1.

Discourse by Teun Van Dijk consists of three parts: text, social cognition, and social context. This theory underlines how social structures, domination, and ruling groups in society and how cognition/thought and consciousness shape and influence the text on the news. Each part is combined to become a unified analysis. From the text aspect, it can be analyzed how the structure of the text and the discourse strategies used to emphasize a theme. The social cognition aspect examines how text news involves journalists. The social context aspect studies how the text is further related to

TABLE 1. Data articles used in the research

No.	Title and Link	Date	Author
1	https://business.tempo.co/read/1558729/warga-wa-das-penolak-tambang-andesit-yang-captured-poli-si-diduga-berikut Wadas resident Rejecting Andesite Mining Arrested by Police and Allegedly Increase	February 8, 2022	Reporter: Fransisca Christy Rosana Editor: Martha Warta Silaban
2	https://nasional.tempo.co/read/1558800/amnes-ty-international-sebut-warga-wadas-berhak-meno-lak-tambang/full&view=ok International Amnesty state that Wadas Residents have a right to Refuse to mine	February 8, 2021	Reporter: M. Rosseno Aji Editor: Eko Ari Wibowo
3	https://business.tempo.co/read/1558969/profil-tambang-andesit-wadas-dan-isah-protes-mas-yarakat-berujung-kerasan/full&view=ok Wadas Andesite Mine Profile and Stories of Community Protests Leading to Violence	February 9, 2022	Reporter: Fransisca Christy Rosana Editor: Ali Akhmad Noor Hidayat
4	https://nasional.tempo.co/read/1560004/kom-plit-batuan-andesit-yang-tambangnya-ditolak-war-ga-desa-wadas Complete Andesite Rocks, Rejected by Wadas Village Residents	February 11, 2022	Reporter: Tempo.co Editor: Dwi Arianto
5	https://fokus.tempo.co/read/1560484/desakan-gan-jar-hentikan-mining-di-desa-wadas-menguat Ganjar is hardly state to Stop Mining in Wadas Village	February 13, 2022	Reporter: Dewi Nurita Editor: Syailendra Persada
6	https://national.tempo.co/read/1560698/ditemui-ganjar-warga-wadas-minta-mining-andes-it-terhentikan Met by Ganjar, Wadas Residents Ask To Stop Andesite Mining	February 14, 2022	Reporter: Moh. Khory Alfarizi Editor: Eko Ari Wibowo

the social structure and knowledge that develops in society.

There are three text levels: macrostructure, superstructure, and microstructure. The macrostructure is the general meaning of a text that is easy to understand by understanding the theme of the news. Superstructure constructs discourse related to the text framework, how each part of the text is structured into each news. The text has a plot or scheme. Then, news can be categorized into two broad schemes: a summary with title and lead elements (an introduction to the outline before telling the news) and a story in the form of the entire news content. The news content is divided into processes and comments that will appear in the text.

The microstructure is the meaning

of discourse observed from a small part of a text, for example, words, sentences, paraphrases, and others. The microstructure consists of several factors: syntax, semantics, lexicon, and rhetoric. Discourse elements are classified as syntactic elements. Syntactic elements imply ideology and describe a person or an event in a positive or negative narration, including coherence, the bond between words in the text. Then, conditional coherence is characterized by the appearance of explanatory clauses. Distinguishing coherence relates to the question of how two events can be distinguished. Denial means journalists hide something implicitly inside the news. Sentence forms are related to logical thinking, namely the principle of causality in the form of the object being explained and the predicate describing or using inductive and deductive forms. Communicators use pronouns to indicate someone's point of view in the discourse(Haryatmoko, 2019).

Semantic elements are closely related to the lexicon and syntactic elements. Those are details relating to the control of the information displayed by a person. Intent, almost similar to detail, this element will be described explicitly and clearly if it benefits the communicator and vice versa; Then, perception is an effort to support an opinion by providing a premise that is believed to be accurate. The discourse elements are classified as semantic elements, including setting, which is the part of the news that is the reason for justifying the ideas in a text.

The lexicon element, related to the choice of diction, how the same actor is depicted in two different dictions will have implications for the reader's perception of the actor. Rhetoric elements, repetition, *alters*, and metaphors give positive or negative emphasis on actors or events in the news. The following are the elements of discourse that are classified

as rhetorical elements, namely graphics and metaphors. Graphics are depicted using different fonts (bold, italics, and underlined), captions, rasters, graphics, pictures, photos, and tables to suggest their correctness, accuracy, and position in the report. Metaphor uses figures of speech and expressions as ornaments of the news to reinforce the main message.

Social cognition. In van Dijk's discourse analysis, there is research on the mental awareness of journalists who compose the text. The relationship between language and ideology needs to be analyzed by showing the meaning of language in power relations and social relations. Van Dijk mentions that events can be understood based on schemas. Schema is a mental structure that includes how we view humans, social roles, and events (Bafadhal et al., 2020). Some schemas can be described as the Person Scheme, which describes how a person describes and perceives other people. Self Schema relates to how someone is seen, understood, and illustrated by a person; Role Schema relates to how a person perceives and describes a person's role and position in society; and Event scheme. It is mainly used because each event is always interpreted in a particular scheme.

The social context shows how the meanings can be shared, and social power is produced through the practice of discourse and legitimacy. There are two main points in this society analysis: power and access. Power is owned by a group of members who control other groups based on ownership of valuable resources such as money, status, and knowledge. Access is depicted as how the elite group has a more incredible opportunity than the non-powerful group. More powerful groups have more significant opportunities to access media and influence audience awareness through control over topics and discourse (Haryatmoko, 2019).

RESULTS AND DISCUSSION
Macro Structure

The macrostructure contains elements of the topic or theme raised in the news. Those six text news that became the object of research, the topic was the rejection of the andesite mining land in Wadas Village. The description of each topic from each news is shown in Table 2. The beginning of this conflict is described in Texts 1 and 3, which discuss the arrests of residents who refused the mining increase, primarily when land measurements were carried out by the State Land Agency (BPN) and assisted by the police. Text 2 emphasized Amnesty International's opinion on the right of citizens to refuse andesite mining. Text 4 describes the andesite rock itself, while Texts 5 and 6 discuss the residents' efforts to urge Governor Ganjar Pranowo to stop mining plans and the governor's visit to Wadas Village. These six texts summarize the Wadas Village mining refusal case in February 2022.

Superstructure Analysis

Those six text news begin with the title section and the first paragraph as a summary, then continue with the following paragraph, which explains the news contents in more detail. The news content explains an event's process, and interviewees' comments strengthen the news content. It can be found in Texts 1, 2, 3, 5, and 6, which complement each other to form a chronology of the Wadas Village mine rejection case in February 2022. Text 4 is slightly different because it describes andesite rocks from a scientific point of view and is helpful for readers who are new to andesite rocks. A detailed description of each text news is presented in Table 3.

Text 1 focuses on a land surveying

TABLE 2. Topics covered in each news

No	Text news Title	Topic
1	Wadas Resident Rejecting Andesite Mine Arrested by Police is Increased	The number of Wadas residents who refused andesite mines were arrested by the police is increased.
2	Amnesty International mentioned that Wadas Residents have the Right to Refuse mining	Amnesty International Indonesia stated that Wadas residents have the right to refuse mining.
3	Profile of Wadas Andesite Mine and Stories of Community Protests Leading to Violence	The violence experienced by the residents of Wadas Villager was due to their refusal to mine andesite stones.
4	Complete Andesite Rocks whose Mine Was Rejected by Wadas Villagers	Profile of andesite rocks whose mining was rejected by Wadas Village residents
5	Ganjar hardly states to Stop Mining in Wadas Village	Residents urge the Governor of Central Java to stop mining in Wadas Village
6	Met by Ganjar, Wadas Residents Ask to Stop Andesite Mining	Residents urged the Governor of Central Java to stop mining in Wadas Village during the governor's visit on February 13, 2022.

TABLE 3. Superstructure analysis of each text news.

Text news	Introduction	Contents	Closing
1	The number of residents of Wadas Village arrested by the police increased to 25 people on Tuesday afternoon, February 8, 2022, including the legal team of LBH Yogyakarta.	1. The siege by the police has been started in the morning. 2. There was a power outage and communication network.	1. The governor stated that 160 400 people still refuse to acquire land for andesite mining. 2. The governor emphasized the need to hear statements from both parties in addressing this case.
2	Amnesty International Indonesia stated that Wadas residents have the right to refuse mining, and the siege by the police has intimidated the citizen.	1. Wadas residents have the right to refuse mining peacefully. 2. The refusal occurred because residents were worried that it would be challenging to meet their daily needs due to mining.	The government must fulfill residents' rights in constructing the Bener Dam national project.
3	Wadas Village residents' rejection of andesite mining for raw materials for the construction of the Bener Dam has been going on since 2017. Previously, clashes occurred, resulting in eleven residents' arrest and their legal counsel for LBH Yogyakarta in April 2021.	1. The clash occurred again on February 8, 2022, triggered by land surveying by BPN. A siege by thousands of police accompanied this measurement. 2. Wadas Village will open one hundred fourteen hectares of land for andesite mining.	1. The residents asked the Governor and the Head of Police to withdraw the officers from Wadas Village and stop intimidating and criminalizing the police against residents. 2. BBWS Serayu claims that the black stone reserves in Wadas Village meet the technical requirements as a stockpiled material for the Bener Dam.
4	The rejection of andesite mining by Wadas Village residents. This andesite stone will be used in the Bener Dam construction project.	The explanation of andesite rock includes definition, location, type, mineral composition, and use.	Andesite is similar to basalt because it has a dark color, but andesite tends to be lighter.

5	Police arrested Wadas residents who refused the measurement and acquired land for andesite mining.	Komnas HAM found that there was violence in the handling of protesters. The police argued that the arrests were made to prevent riots—chronology of land acquisition refusal for andesite mines.	The governor and *Komnas HAM* promised a solution to the residents.
6	The visit of the Governor of Central Java to Wadas Village meets residents who reject andesite mining.	The act of sieges and arrests of residents traumatized the residents. Residents asked the governor to revoke the designation of andesite mining areas.	The governor apologized and listened directly to the existing problems.

incident that ended in chaos. Then, in the perspective of LBH Yogyakarta as the party that was also arrested by the police and representing the Wadas residents, the explanation of the Central Java Regional Police and the response of Governor Ganjar Pranowo. Text 2 emphasizes the residents' requests represented by the Coordinator of the Wadas Village Community Cares for Nature Movement to stop mining plans and land measurement. Text 3 presents Amnesty International's opinion that supports the right of the Wadas people to refuse the mining plan. The efforts of Wadas Village residents to fight for their rights reached their climax in Text 4, where Governor Ganjar Pranowo has begun to coordinate with the National Human Rights Commission (Komnas HAM). Then efforts were made to resolve the issue with the governor's visit to Wadas Village in Text 6.

Micro Structure

Microstructure includes semantic, syntactic, stylistic, and rhetorical elements. These elements are primarily seen in the text news that describes the injustice experienced by Wadas Village residents fighting for their land rights. The land is undoubtedly significant in fulfilling the villager's needs and preserving the environment. Although the text news is detailed with the descriptions of the various parties involved, it is undeniable that Tempo.co seems to favor the residents of Wadas Village. Through the news published, Tempo.co seems to be voicing that the government can be wiser in taking steps in constructing the Bener Dam. The residents of Wadas Village also did not refuse at all. They are asking the government to stick to the existing regulations in carrying out this National Strategic Project so that no party feels disadvantaged.

Syntactic elements include sentence form elements, logical connection between sentences in a paragraph or coherence, and pronouns. The Wadas Village Community represented Wadas Village residents Cares for Nature and LBH Yogyakarta. Then, Walhi and Amnesty International also provided views that sided with the residents of Wadas Village. The government was represented by the Central Java Regional Police, *Komnas HAM*, and the Governor of Central Java. The residents of Wadas Village are described as helpless victims when thousands of police officers

TABLE 4. Semantic and syntactic elements in the research object text news.

Text news	Semantics	Syntax
1	1. The background in this article is the increasing number of Wadas Village residents arrested by the police due to refusal to mine andesite stones. 2. The details of the violence in this article include arresting 25 residents and cutting off electricity and cell phone signals. This article also explains the ratio of residents who refuse and agree to land acquisition for andesite mining. 3. This article reports the increasing number of Wadas Village residents arrested by the police due to their refusal to mine andesite stones.	1. The active sentences are nine sentences, while the passive sentences are eight. Examples include, *"Currently, the communication network in Wadas Village is suspected of being cut off. Tempo tried to contact several residents, but their phone numbers were not active."* 2. Sentence of cause: *"Head of Public Relations of the Central Java Police, Senior Commissioner Iqbal Alqudusy, said that initially, the resident took pictures around the Bener Police Headquarters."* Consequence sentence: *"The photo taken is suspected to be uploaded on social media against mining in Wadas Village. "It is suspected that they will upload images to accounts against the dam's construction with negative narratives,"* said Iqbal.
2	1. The setting in this article is that Amnesty International Indonesia states that Wadas residents have the right to refuse mining, and the siege by the authorities has intimidated the community. 2. The details contained in this article include that residents have the right to express their refusal peacefully, land measurements do not need to be accompanied by sieges and arrests of residents, and the concerns of residents who refuse to mine. 3. This article's purpose is to desire that the Wadas people's rejection of andesite mining can be responded to peacefully.	1. The active sentences used in the article are nine sentences, namely *"Amnesty International Indonesia assesses the massive presence of police officers in the village Wadas, Bener District, Purworejo, Central Java has intimidated residents."* 2. This article uses a deductive pattern, explaining the main topic at the beginning of the article and explaining the details afterward. 3. The coherence in the article is, *"Wirya said the government must understand that residents are worried that the existence of the mine will complicate their lives. Residents face difficulty to fulfill their socio-economic rights such as food, water, work and home with their presence of the <u>mine</u>."*

3	1. The background in this article is the recurrence of violence experienced by the residents of Wadas Village due to the rejection of andesite mining. 2. This article's details of the violence include arresting 40 residents and cutting electricity and cell phone signals. This article also describes the profile of andesite mining in Wadas Village. 3. This article aims to report on the recurrence of violence experienced by the residents of Wadas Village due to their rejection of andesite mining.	1. The active sentences used are seven sentences. There are eight passive sentences: "Various violations allegedly committed by police personnel have colored residents' resistance in recent years." One example of an active sentence is " *Wadas villager refused to open an andesite mine in his village since 2017.*" 2. The coherence contained in the article is, "*On Tuesday, February 8, 2022, Wadas Village was surrounded by police personnel whose numbers are maybe thousands. As many as 40 residents were allegedly arrested. Police personnel was escorted to carry out land surveys for the next stage. Along with the action, residents complained about power cuts and cell phone signals are dropping.*"
4	1. The background of this article is the rejection of andesite mining by residents of Wadas Village to be used in the Bener Dam project. 2. The details in this article include an explanation of the characteristics of andesite stones. 3. This article explains the characteristics of andesite rocks used in the Bener Dam project.	The active and passive sentences contained in this article are five sentences each. An example of an active sentence is "It follows the arrest of dozens of residents by force by the police due to the refusal." While the passive sentences in the article include "Andesite rock mining *Wadas is to used to build Bener Dam project in Purworejo Regency, Central Java.*"
5	1. The background of this article is the violence and arresting the residents who refuse policy to measure and acquire land for andesite mining. 2. The details in this article include the chronology of the rejection of andesite mining by the Wadas village residents and the residents' insistence on the Governor of Central Java to stop that project. 3. This article aims at the residents' pressure on the Governor of Central Java to stop the andesite mining project in Wadas Village.	There are 25 active sentences and seven passive sentences in this article. One of the active sentences is, "The government is suspected of using violence to handle the protesters." The passive sentence is "64 residents were arrested because they refused to measure and construct mining andesite in their land."

| 6 | 1. The background in this article is that the Governor of Central Java visits the Wadas Village to meet residents who reject andesite mining.
2. The details contained in this article include sieges and arrests of residents that result in traumatized residents. Residents asked the governor to revoke the designation of andesite mining areas.
3. The purpose of this article is that the governor's visit to Wadas Village intends to apologize for the events on February 8, 2022. He wants to hear about the existing problems directly. | This article uses eight active sentences: "After performing the midday prayer, Ganjar, sitting on the mosque's terrace, started his speech by apologizing to the residents of Wadas for the unfortunate incident on Tuesday, February 8." |

surrounded them. The citizens' efforts to obtain justice through legal channels have failed to produce results, so residents expected that the government's policy would pay more attention to their rights. Semantic and syntactic analysis of each text news is shown in Table 4.

Stylistic elements in the form of lexicon elements describe the news easily understood by various groups and attract public sympathy. Tempo.co even published article 4, explaining the characteristics of andesite rocks. It is expected that the people who read it will understand its impact on the Wadas Village environment. Photos of Wadas Farmerette reinforce the rhetorical element. They are members of *Wadon Wadas*. They are on guard at the Randu Parang post in refusing the land measurement by BPN, which will be used as an andesite mine. The explanation of each stylistic and rhetorical element of the text news understudy can be seen in Table 5.

Social Cognition

Van Dijk mentions that events are understood based on schemas. Based on the observation of text news on Tempo.co, journalists mostly use event schemes. The incident that emerged was the arrest of Wadas Village residents who refused to use their land for andesite mining.

Several expert opinions were cited to confirm that this project has many legal and environmental deficiencies that need to be reviewed and improved in its implementation.

Social Context

The social context includes two essential elements, namely power, and access. The governor as a representative is described as the party in power issuing a decree regarding the Bener Dam project. It is also supported by the police, who secured the measurement for land acquisition by sieging Wadas Village. It caused intimidation for residents and isolation because they could not leave the village. Tempo.co guides public opinion by criticizing the government and presenting expert opinions.

It is expected that access to news on Tempo.co will be more straightforward because more people are connected to the internet. Tempo.co guides the reader to direct the reader to understand and take action towards the news about Wadas Village by compiling the viewpoints of various parties.

CONCLUSION

Van Dijk's CDA strategy can ease the readers to analyze and understand news content. This convenience is because

TABLE 5. Stylistic and rhetorical elements in the research object text news.

Text news	Stylistic	Rhetorical
1	1. Officers in full uniform depict police officers. 2. Negative narrative	The article attaches a photo of a Wadas Farmerette member of *Wadon Wadas* on guard at the Randu Parang in refusing land measurement by BPN, which will be used as an andesite mine.
2	This article uses the word bullying to mean behavior that would cause someone to feel "fear of injury" or danger.	This article attaches a photo of the location of the construction of the Bener Reservoir in the Purworejo district.
3	The words used are clashes, criminalization, and intimidation. It describes the behavior of the police officers who guard the measurement of land to be acquired for andesite mining.	1. The article attaches a photo of a Wadas Farmerette member of *Wadon Wadas* on guard at the Randu Parang in refusing land measurement by BPN, which will be used as an andesite mine. 2. The emphasis was made by quoting the statement from the Coordinator of the Community Movement for Nature Care for Wadas Village, Insin Sutrisno, namely, "*We also ask (the Governor and the head of police) to withdraw police from Wadas Village and stop criminalizing and intimidating the apparatus against Wadas Village,*"
4		This article attaches a photo of the location of the construction of the Bener Reservoir in Purworejo Regency.
5	Repressive actions are suppressing, restraining, restraining, or oppressing.	This article attached a photo of the police officers on guard when the previously detained residents arrived at the Wadas Village mosque.
6	Trauma means a condition that occurs due to a harmful event that befell a person. In this case, the violence traumatized residents, especially mothers and children.	This article attaches a photo of the location of the construction of the Bener Reservoir in Purworejo Regency.

Van Dijk's CDA strategy composes the sound components to be collaborative. Then, they can be used practically. After using Van Dijk's CDA strategy, the assumption is that discourse is not enough to understand from the text analysis. The text is only the result of productive operations that must be observed. It needs to consider how text is created until it reaches the hidden discoveries behind the

process of creating a discourse.

The news report from Tempo.co gives readers its point of view and criticizes the government's failure to acquire the land peacefully and without administrative defects. That six news studies form a brief conclusion in developing the Wadas Village mining refusal in February 2022. The text news begins with the title section and the first paragraph as a summary. Then, it continues with the following paragraph, which explains the news contents in more detail. The microstructure, which includes semantic, syntactic, stylistic, and rhetorical elements, is broadly visible in the text news that describes the injustice Wadas Village residents experienced. They are fighting for their rights to their land. In terms of social cognition, reporting tends to use event schemes. Meanwhile, the social context uses government power elements, such as the governor and the police, and reader access to the news.

The media greatly influences public opinion, so the news preparation must be done carefully without obscuring the facts. Readers must be careful in understanding each news text by comparing various sources with good credibility. The ease of access to information is expected of every news portal can present credible and accurate news.

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Gotong Royong Reflection in The Content of GOTO Advertising at Youtube

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Abstract. *This research aims to understand the meaning of 'Gotong Royong' in GOTO's YouTube video by applying Hofstede's Cultural Dimensions. The world keeps on revolving and more technologies has appeared to make life in all aspects easier. GOTO is a newly merged tech giant of Gojek and Tokopedia as one of the most popular e-commerce in Indonesia. In order to be accepted by society, GOTO creates a creative ad with a philosophical message that not only aims to market their products but also to introduce 'Gotong Royong,' which is the culture of Indonesia. Through Philip Mayring, Qualitative Content Analysis helps us to explain the Hofstede six cultural dimensions through the mixture of visual and audio found in GOTO's. In order the emphasize the "Gotong Royong" culture, by using Philip Mayring Qualitative Content Analysis, the video was divided into parts that represent the audio and visual elements, GoTo's video tries to show a cultural message that is "Gotong Royong" which is the culture of Indonesia. This research found that GOTO implemented their 'Gotong Royong' motto and combined it with the goal of establishing GOTO, which is to increase the country's economic growth*

Keywords: *Social media behavior, Computer Mediated Communication, Social Network Sites*

INTRODUCTION

The development of an era that is constantly advancing makes technology also more advanced. The technological developments felt by us today make life in all aspects easier. The term itself also refers to the existency of practical tools,machines and for example the fusion between technology and business (Pratami & Sari, 2020). Technology brings a positive or negative impact depending on how we use it. (Ngafifi, 2014). This developments makes the business world expand their markets and taking advantage of the technology (Winahyu, 2021). In the past, in order to buy our essentials, we needed to go to a conventional store and search for the stuff we need in that store. Now with the presence of "Marketplace" like Tokopedia, we get to search for the items we need just by using a smartphone.

It is the same when we want to buy food. First, we need to go to a restaurant to buy the food we want, but now with the presence of Gojek, we now can order food through an application, and the food we want will be sent to our addresses. These two startup companies are national startups that have successfully competed in the international scene (Harita et al., 2020).

In order to go further, these two national companies decided to unite by

adhering to Indonesian culture that never disappears from the lives of the people in our society, which is the culture of "Gotong Royong". Gojek and Tokopedia believe that to go further, togetherness is needed in order to achieve more incredible things in the future. This Gotong Royong culture is attached to the slogan from Gojek and Tokopedia, which is, "Go Far, Go Together." The togetherness of this proud nation's company is represented with a new name which is GOTO.

In promoting the unity of GOTO, GOTO does promotions by social media advertisements on Youtube, knowing that one of the alternative in marketing is through the social media advertising (Suryono et al., 2020). Nowadays Youtube has become a medium that could create and change the social reality (Wattimena & Eunike, 2020). This social media platform has now gains over one billion users per month globally and has become a medium for publics to gain information, entertainment, and education (Febriyantoro, 2020). The purpose of advertising itself is to influence the attitude of the audience, in this case, which is obviously the attitude of the consumers (Khusnaeni et al., 2017). Moreover, in today's digital era, it is important to shape messages to their audience through advertisements, which have the characteristics of moving images, color, and sound. This makes this communication channel more effective (Danu Kristianto & Marta, 2019).

In this case, GOTO wants to promote the unity of 2 giant companies accompanied by the plan to list IPO GOTO in the Indonesia stock exchange. The promotional video for GOTO was released through Youtube with the title of "Gojek and Tokopedia introduces GoTo." In the video, Gojek and Tokopedia tell us the story of the initial experience in forming these two startups. It started with no one seeing it until finally having an

impact on many lives in Indonesia. Such changes are important aspect to study in terms of entrepreneurship and persuasive communication (Tan & Li, 2022).

The message included in the GOTO advertisement is communicative, but it not only aims to market Gojek and Tokopedia but also to sell a cultural approach. Given the target of GOTO is to be accepted by the Indonesian society, various themes and ideas are applied by GOTO to attract attention from the audience, in this case, the Indonesian culture. The video message produced by GOTO, in the end reflects on the principles adopted by these two companies where "Gotong Royong Culture" is one of the advantages that make this company confident in going further when done together, and this belief is presented by the hashtag #BersatuUntukKamu.

In this video, Gojek and Tokopedia show the audience that with the presence of Gojek and Tokopedia to this day, these two companies have brought a positive impact on many lives in Indonesia's society. They are starting with the opening of job vacancies to social impacts where people with disabilities also get job opportunities (Sya et al., 2020). This video also shows a reflection of the gotong-royong culture, which is carried out through the interactions of one another, such as how Gojek drivers help each other in completing their job and be helpful and kinf to one another.

Video serves as a medium for conveying the company's message to the public. Through the GOTO introduction video, GOTO wants the whole Indonesian society to provide support from both a moral and economic perspective. The spearhead of success from a company is to promote the product brand and company as a consumer lure, supported by the effectiveness of advertising which mediates its appeal (Sasongko & Marta, 2018). This introduction advertisement

is the start of attracting consumers to be more proud using the product or any other services owned by Gojek and Tokopedia, which is an Indonesian subsidiary company.

The introduction advertisement of GOTO is very interesting to analyze not in terms of the promotion offered but also from how this video puts together the reflection towards the Gotong Royong Culture, which has been an Indonesian culture ever since ancient times. Analyzing the cultural dimensions that are in the video to know the message that GOTO wants to convey to the Indonesian community. Of course, this advertisement is expected to introduce a new perception to the users by not forgetting the Indonesian culture (Harry et al., 2021). Despite of the highly developed technology current, Indonesian should be obligated to introduced to the younger generation the Gotong Royong Culture so that we could always find out the characteristics of our nation amidst the global currents that hit (Hodriani et al., 2019). Gotong Royong has become the identity of Indonesian. It was born from the society habits, customs and continuously spread from one generation to another.

In addition to using Youtube social media as a means of conveying messages of the spirit of mutual cooperation to the public, other media used by GOTO are published images on its official website. One of the images campaigned by Gojek and Tokopedia as "Local Pride United" was published on the GOTO website by telling the life cycle of an individual that cannot be separated from the cooperation or the spirit of mutual cooperation from MSMEs or various applications made by the nation's children in Indonesia. The image titled "Local Pride United" was studied to reflect the spirit of Gotong Royong proclaimed by Gojek and Tokopedia through GOTO.

In the term of social studies, culture can't be measured, by then, Hofstede described a culture in two constructs, value and culture. Hofstede's framework has been widely used in national culture in terms of psychology, sociology, and management studies. From the mental program adopted by the individual mindset and the values carried by society. Hofstede also divides this value and culture construct into six cultural dimensions (Himmah, 2013).

To identify the 'Gotong Royong' as the essence of Indonesian culture, knowledge from cultural dimensions is needed. Based on Hofstede's Culture dimensions, there are six dimensions. First dimension is the power distance, this dimension is explained as the main predictor to express the degree of the society's acceptance and expectation towards power or how they act on the inequality found between themselves (Irawan, 2017). Power distance in a country affects the hierarchy and relationship between its people. For example when the government are open to communication, provides a real time information, and respond to every comments from its public that this could be described as low power distance (Sovia Firdaus et al., 2018).

Next dimension is individualism v collectivism, an individualist society will only care and keep themselves or their family's well-being. On the other hand, a collectivist society represents a tightly-knit framework in a society where individuals belong to a group that work together in exchange of loyalty.

The third dimension is masculinity v feminism. A masculine country dominants on a male sex role, preference in heroism and assertiveness, while a feminine country represents caring about each other, equality in life, and also modesty (Agodzo, 2014). Uncertainty avoidance is the dimension measures the conditions in which individuals feel

threatened by unknown circumstances. It discusses how people react to this kind of situation (Soares et al., 2007).

Long v Short-term orientation, are both related to the time orientation believed in a society, how they emphasise the future or the past. LTO is oriented to future rewards, while on the opposite STO stands for enhancing the goodness regarding the previous and present events, for example, respect or preservation of the tradition of obeying certain norms or obligations (Venaik et al., 2013). Lastly, Indulgence v Restraint. Indulgence dimension reflects a free gratification society while restraint dimension means, a controlled public by the means of social norms (Hofstede, 2011).

Before conducting this study, several studies that are related to the Hofstede's cultural dimensions are being studied. In a study titled "Simplification of the Harai Ritual and Hofstede's Cultural Dimensions in the Sumo Version of Forte Advertisement" it was found that regardless of the complexity of the cultural dimensions and cultural values found in the advertisement, the elements on the video are showed for promotional purposes (Danu Kristianto & Marta, 2019). Parallel with this study, a study titled, "A Series of Concern Modalities of the 2021 ABC Syrup Advertising Generic Structure", through Hofstede's cultural dimension found that in addition to showing the cultural dimension, elements in the advertisement also wanted to spread messages about ABC products (Evelyn et al., 2021). In line with those studies, this study wanted to see if the GOTO introduction video also conveyed the same message. Despite the cultural dimension, there are also marketing or promotional elements that wanted to conveyed by GOTO.

METHOD

This paper aims at exploring the means of "Gotong Royong" culture in the GoTo YouTube Video. The duration of this video is about 1 minute and 56 seconds showing the variety and dynamics of Indonesian people's social life, coming from different ethnicities, race, and faith. It's a qualitative interpretative study that Daymond & Holloway explained, We applied qualitative studies to obtain a solid understanding of the relation between culture and communication of a particular community. The interpretative itself helps us to look at how humanities works, and how people convey their understanding through languages and cultures (Kartadinata et al., 2020).

This qualitative data analysis will be procured through the process of collecting data from the Goto "Gotong Royong" YouTube Video. In order to develop qualitative interpretative discussions, the analysis involved using qualitative content analysis from Philipp Mayring. As the evolution of mass communication, the term content analysis has been developed through years since the early years of the twentieth century. The main concept of content analysis itself is to identify the major statements or the statements with real means (Kohlbacher, 2006). Since the 1980s, this method has become the guide for qualitative studies, specifically regarding the content analysis.

The qualitative method can be used on any communication channel such as transcripts of interviews, discourses, videotapes, written documents, etc. Content analysis underlines the development of categories from the data and recognizes the importance of understanding the meaning of the context where the analyzed items appeared. Qualitative content analysis is systematic and analytic but less rigid than quantitative content analysis (Vespestad & Clancy, 2021). Within marketing and consumer behavior, content analysis has been widely used in the assessment of

verbal contents and nonverbal messages of communication for the examples is the video advertisement of GOTO.

Through Mayring's qualitative content analysis, this study will apply a methodical and theory-based approach by categorizing each element on the GoTo YouTube Video. In order to enhance the "Gotong Royong" culture, the theoretical approach used are Hofstede's metric in order to measure the cultural orientations conveyed in the YouTube video (Saat et al., 2020). The video will be selected based on Hofstede's dimensions, power distance, individualism, Collectivism, masculinity, feminism, uncertainty avoidance, long term, short term orientation, indulgence, and restraint.

The Hofstede cultural dimensions has become one of the most popular value model, and wisely used by researcher to potrayed the cultural values in a society. By using Philip Mayring's qualitative content analysis, the video will be broken down into the opening, bridge, scenes, climax, and ending parts and categorized by implementing Hofstede cultural dimensions.

RESULTS AND DISCUSSIONS

The introduction advertisement done by GOTO with the title "Gojek and Tokopedia introduces GoTo" is a commercial advertisement, the duration for this advertisement is 1 minute and 56 seconds. In the video, Gojek and Tokopedia tell us the story of the initial experience in forming these two startups. It started with no one seeing it until finally having an impact on many lives in Indonesia. This video tells us the story about the digital transformation that Gojek and Tokopedia have carried out in helping aspects of people's lives in Indonesia and from the start, Tokopedia and Gojek alone are companies that are connected with services offered by Tokopedia are Marketplace UMKM which means they get to sell things online and the things sold online are sent by a courier or a Gojek driver.

A few examples illustrate a Gojek driver delivering food for a family in this era of the Covid-19 pandemic, thereby reducing the space for the spread of the Covid-19 virus itself. The practicality given by Gojek is also illustrated in this video of how Gojek provides a solution to existing problems. This video also tells us the long journey that these two companies have taken to reach their current peak. In order to go further, these two companies decided to unite to be even stronger by adopting the spirit of Gotong Royong in the Indonesian culture. The second aim of this company is to spread a wider positive impact not only in Indonesia but also on the international scene. It can be seen in Figure 2 that showed how Gojek and Tokopedia reach it markets and spreading

TABLE 1.

No	Segmentation Title	Duration	Parcial	Stages
1.	Gojek drivers and their jobs	00:00-00:08	Opening	X
2.	Appreciate each other	00:08-00:29	Bridge	High context
3.	Independent women	00:30-1:14	Scene 1	Feminine
4.	Tolenrance between people	1:15-1:16	Scene 2	Uncertainty avoidance
5.	Gotong royong as spirit of togetherness	1:16-1:19	Climax	Long term
6.	GOTO helps economic and cultural activities	1:33-1:56	Ending	Restraint

FIGURE 1. Gojek Driver Delivering Food

FIGURE 2. Tokopedia and Gojek in the International Scene

awareness to the international by using Blackpink and BTS, most popular South Korean group as their brand ambassador, and by spreading their services to other South-East Asian countries such as Thailand, Philippines, Vietnam, Singapore, and many more.

Combining various audio and visual elements, GoTo's video tries to show a cultural message that is "Gotong Royong" which is the culture of Indonesia. In this advertisement video, GoTo always shows the culture of gotong royong in several video scenes. This in-depth review of GoTo's introduction advertisement is gonna be discussed through the value dimension based on Hofstede's theory. Researcher will parse these various dimensions through a description for each scene that is in the Tokopedia and Gojek advertisement titled "Gojek and Tokopedia introduces GoTo." In the discussion of this scene, researchers will give an analysis based on the cultural dimensions of Power Distance.

In the scene for minute 1:15, it is shown that Power Distance is used as a High-context communication where communication is carried out directly to each other without using signals (Sudarmika, 2020). In this scene, we get to see that Indonesian culture itself is included in the High power distance category where Gojek drivers really appreciate existing customers and always bowing their heads when saying thank you after providing the services offered. The acceptance of diversity in the power shapes views about how individuals with different power levels interact. In scene 1:35, we get to see that drivers give a warm smile towards the customer as a sign of hospitality and respect towards the customers who have used Gojek services. Hospitality and respect are values that have been carried by the Indonesian people ever since the beginning (Susanto & Kumala, 2019). The power distance dimension portrayed the homogenous national value, which in the GoTo introduction advertisement video is the Gotong Royong value.

Judging from the GoTo introduction advertisement video, we can also judge

FIGURE 3. Scenes for Minute 1:15 and Minute 1:35
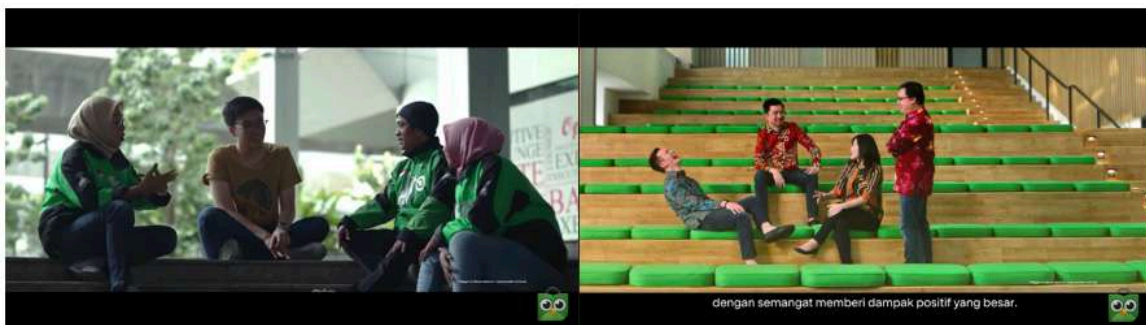
FIGURE 4. The scene for Minute 1:13 and Minute 1:40

that in this video advertisement it shows the cultural dimension of Collectivism where several scenes in this video illustrate that the success of Tokopedia and Gojek is the strength of togetherness, given that the culture adopted as the spirit of GoTo is the Gotong Royong culture.

In Figure 4 shows that the culture from "Gotong Royong" clearly illustrates that both the internal and external workers hold discussions together. The collective values displayed shows that the Indonesian community accept, take care of each other, and move towards a common interest (Jatmika, 2018). In this scene, it can be concluded that GoTo wants to emphasize the concept of cooperation between each other and achieving success in the future. In scene 1:13, we can see that the CEO from Tokopedia is seen chatting with his Tokopedia teammates in a more relaxed manner, so the picture they want to show is the importance of cooperation between leaders and company members that will create good performance in order to achieve success and for Gojek

itself can be seen in scene 1:40 that the driver-partner talked with the CEO of Gojek casually, listening to the opinions from every Gojek member to be able to develop the company in a better direction. There are no hierarchy that seperates the CEO with their employee.

Seeing the masculine or feminine side usually can be seen from several things. Masculine characteristics usually will show how things stand out, assertiveness, a reward for success, and competitive nature. The actors of the scene played their parts in terms of production and distribution, which explains how Tokopedia and Gojek operates as a collaborative companies. Visual composition of the scene represents how different cultures can be displayed through the actor's activity within a scene (Lumampauw et al., 2020). On the other hand, a culture that emphasizes the feminine side will make it easier to work together, emphasizing decency, prioritizing the quality of life, and be more consensus orientated.

FIGURE 5. The scene for second 00:19 and minute 01:32

In figure 5 in scene 00:19, we get to see that women are independent entrepreneurs supported by Gojek drivers as seen in the video, a male who is currently helping to send packages directly to the consumer. In this scene, it can be judged that the principle of the cultural dimension in this video is feminism because, in this video, men and women have equality and get to cooperate nicely without caring about status and genders. Feminist culture means that men and women move together on the basis of a cooperative system, helping each other, and having a sense of belonging, in other words, "Gotong Royong" (Armia, 2002). The values emphasized by this video are equality, togetherness, tolerance and cooperation or gotong royong culture for the sake of creating a positive impact and equal opportunities for everyone. Not only because of women stand out, but several scenes also show that the GoTo advertisement video really prioritize the importance of working together and for everything to go great, it always starts with the strength to work together in line with the concept of culture adopted by these two companies which are "Gotong Royong." In other words there are no "second gender" or a bias between men and women potrayed in this advertisement video.

In the next scene, it can be seen that the Uncertainty Avoidance that occurs is in ethnic and religious differences, but these differences do not make it a problem or obstacle. The uncertainty that exists also comes from the existence of people who have physical disabilities where the digital transformation brought by Gojek and Tokopedia doesn't make people with limitations be discouraged but instead opens up a new job opportunity. The dimension of this scene gives a new insight to the audience that in times of uncertainties, there will always be a chance to do something to oneself or others (Latukolan et al., 2021). This uncertainty becomes something positive, which you can see in Figure 6.

The scene at minute 1:33 and 1:36 is the answer to Uncertainty Avoidance that occurs after the existing

FIGURE 6. Scene from minute 1:33 and Minute 1:36

digital transformation, where tolerance occurs, and there are equal opportunities between normal people and people with disabilities. There are two important variables that influence a person's perception, or the type of misjudgment that people often make and stereotypes or people's tendency to categorize other people based on the group of where other people came from (Danu Kristianto & Marta, 2019).

One interesting thing in this snippet is that GOTO tries to make a new perception for the advertising audience, that the existence of those who have physical limitations always have the same opportunities as other normal people. GOTO directs a positive perception towards the group of people who have physical limitations, which makes the viewers realize that the opportunity brought by GOTO will bring good opportunities that will be accepted by all groups of people in Indonesia (Lestari et al., 2021). This allows for an interesting perspective related to collaborative

companies which both sides require each other's assistant to create a better quality of living towards both employees and consumers.

GoTo's vision and mission in this regard are oriented towards the long-term culture, which is illustrated by the reason for the creation of this video. Gojek and Tokopedia believe that with the gotong-royong culture where a spirit of togetherness to achieve success will be able to bring this company forward and develop even further not only in Indonesia but also in the international scene. The value of Gotong Royong bcome a form of togetherness between Gojek, Tokopedia as GOTO with all Indonesian in order to manifested a better and great Indonesia.

This reflects that Indonesia is a country with a long-term orientation dimension. This is what is shown in the GOTO video (Muchtar et al., 2020). Togetherness, tolerance, and working hand in hand to help each other that is carried out by the GOTO video are activities that are future-oriented. The

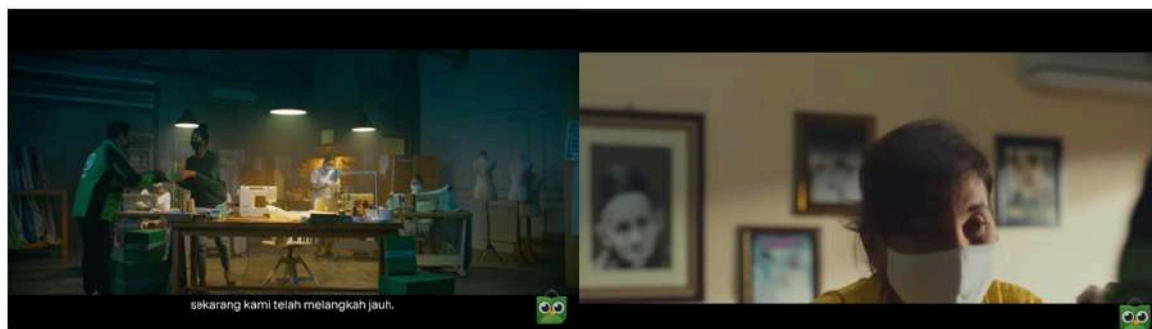FIGURE 7. A scene for minute 1:16 – 1:19

FIGURE 8. Scene from 0:14 dan 0:29

strength of togetherness based on the culture of gotong royong is what makes these two companies believe that they would spread a positive impact more widely.

Another long-term orientation is also seen in words at second 0:45 which is "But, can we go further?" and on second 0:53, which is "To answer that, we decided to unite to be stronger." So that it can be concluded with the formation of GOTO itself, GOTO wants the audience of their advertisement to know that GOTO will continue to become the best company for the development of progress in Indonesia (Yulianti & Sudrajat, 2021). Develop better in solving existing problems and becoming a solution and answer needed by the Indonesian society through technology. To be united and stronger means we ought to walk or move forward hand in hand, supports and helping each other, and it is a definitve form of Gotong Royong culture.

The cultural dimension restraint vs indulgence in this advertising video is a dimension of restraint where all economic and cultural activities help each other (gotong royong) in this advertising video which leads to a binding norm or rule. People's daily life in Indonesia, mainly in an economic context, still adhere to existing rules or norms. This further supports the dimensions of restraint reflected in the GOTO video (Azmi et al., 2020).

It can be seen at a glance that each individual who receives assistance "nods his head down" as a symbol to express gratitude and respect for the assistance provided. In every transaction, it is never separated from the cultural norm to always be grateful. This video shows that in order to achieve success, norms and culture in Indonesia must remain so that we head in the right direction. The other definition of restraint dimension, is this value displayed the low tolerance for public in

manifesting the happiness and enjoyment in life on the other hand indulgence is when the individual walking towards a hedonistic human needs (Kochkina & Riccardi, 2021).

CONCLUSION

Phillip Mayring's qualitative content analysis attempts to uncover the essence of "gotong royong" that is trying to be highlighted in the GOTO advertising video published on Youtube. GOTO introduction video were break into several partial such as opening, bridge, scenes, climax, and ending parts. Through classifying the video into different partial it could be seen that GOTO as a company were trying to convey a cultural message through different parts of video. There are different visuals and audio but it leads into one key message, namely the "Gotong Royong" culture.

Through Hofstede's creation of cultural dimensions, we can see various construction messages of dimensions reflected on Indonesian culture, starting from the Power Distance dimension. The communication distance of Indonesian people who want to be highlighted in the video is a high context or high power distance. There is still a distance in the form of mutual respect and maintaining a distance of privacy from one another, but interpersonal communication, both verbal and non-verbal, is open between individuals. The GOTO video shows that Indonesian people are collective and move together (gotong royong) towards a common interest without prioritizing individual interests.

There is no sense of uncertainty when interacting with each other, regardless of differences, and also the Indonesian people in the GOTO video uphold the value of feminism, where there is a sense of security, mutual care, and help between men and women. Indonesia reflects the dimension of long-term

orientation through the joining of Gojek and Tokopedia through GOTO shows that Indonesia is jointly promoting pragmatic values that are future-oriented for the sake of Indonesia's economic progress. Examining the cultural norms that still exist in Indonesia, we get to find that Indonesia is included in the category of restraint dimensions. In the GOTO video, even though Indonesian people can freely be creative in opening a business, there are still norms or rules that need to be obeyed. Hofstede's cultural dimension is packed with audio and visual elements, which together lead to a sense of 'Gotong Royong,' which Gojek and Tokopedia want to emphasize as a nation's startup.

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Islamic Boarding School Journalism As a Way of Strengthening Literacy Culture

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Abstract. Islamic boarding schools (pesantren) can be a locus of change concerning technology and journalism. Values and traditions in pesantren are a challenge in the practice of internalising a new culture. This study aims to formulate a pattern of internalisation in journalistic literacy culture based on local wisdom. The research method used is descriptive qualitative with a constructivism paradigm. Data collection techniques used in-depth interviews, observations, and literature reviews. The purposive sampling technique resulted in three informants related to journalistic activities at Darul Ulum Islamic Boarding School Banyuanyar Pamekasan. The methods of data analysis used are based on Miles and Huberman. The study results showed that the internalisation of literacy culture used traditional methods by extracting the value of journalistic literacy and applying it to make Islamic religious students (santri) cadres maintain journalistic values. There is also a categorisation of journalistic literacy skills. The internalisation of journalistic literacy culture started from developing wall magazines, Ikhwan magazines, online journalism forums, namely Forum Lingkar Pena (FLP), journalistic training, and alumni networks. Meanwhile, the study's recommendation is to develop a pattern of internalisation for journalistic literacy culture based on local values (local wisdom).

Keywords: journalism, islamic boarding school, literacy culture, local wisdom

INTRODUCTION

Pesantren is one of the fields in the learning system that needs attention to explore journalistic skills. Permana (2019) explained at least five urgencies the importance of journalism among santri. First of all, only large pesantren have the awareness to develop santri journalism (Ritonga, 2021; Zaki et al., 2020). Second, the lack of community networks in pesantren with mass media practitioners makes the talents of santri in writing unchanneled properly (Solichin, 2018; Widiansyah., & Mukhtar, 2019). Third, through the journalism program, the santri are expected to be brilliant writing (Mahmudah & Yahya, 2019; Fernández García, 2021). Fourth, the development of digital print media makes

it easier to access the media without limited space and time (Saragih., & Harahap, 2020). Fifth, disseminating information optimises the community (Wazis et al., 2020).

Starting now, the enhancement of collaboration between Kiai (Islamic religious teacher) and santri in journalism be a benchmark. Moreover, the optimisation of journalism can also impact professionals for santri. According to Asough (2012), the digital era has given rise to social networking sites that can be used as the primary information medium. Thomas et al. (2018) said that this media had taken high wire actions to engage the audiences. Based on that argument, this phenomenon also occurs in Darul Ulum Banyuanyar Islamic

Boarding School, where this place has several literacy products that can bind its santri. The products of literacy are related to the values of journalism. For instance, print media such as bulletin engage the santri into journalism values. The mean of journalism for pesantren is narrowly a publication in print (Wahidin, 2018; Eddyono et al., 2019). The development of digital journalism and social media has required it to have writing, photography, and multimedia skills. Evans et al. (2018) mentioned the skills that must be mastered by journalists skill. Insights into media business concepts have recently become a trend because online news portals are emerging rapidly (Sherwood. & O'Donnell, 2018). Journalism is persistence (Luwi, 2011) and an agent of a chance to provide a good community (Yoni et al., 2017).

Meanwhile, literacy is a supporting component of journalism, which is the ability to think and survive. Maskur (2019) explained that literacy is a medium for individuals to interact with their social environment, especially concerning their writing skills. Reading is not only about reciting but also around visual activities, thinking, psycholinguistics, and metacognitive activities. Writing is a painting of graphic symbols. Therefore, it can be concluded that literacy is a person's ability to read and write (Lizamudin Ma'mur., 2011).

The previous study of the pattern of journalistic training was on increasing the motivation of santri by Desmawati (2017). Meanwhile, it helps to construct the power of cultural literacy in boarding schools Maskur (2019) and also classifying and segmentation (Tabri, 2019) and local content (Alfani, 2020). Furthermore, it also provides community strengthening (Setiyaningsih, 2016) and reference media functions (Setiyaningsih et al., 2020).

The research novelty underlines the Islamic boarding school digitalisation model in increasing the professionalism of santri based on journalism literacy. In particular, this improvement lies in the field of journalism in the pesantren environment based on local wisdom values. The emergence of this newness adds several models that already emphasise several factors, as mentioned above. The result that in this study, the focus is more on the combination of digitisation, literacy and local values in Islamic boarding schools. Generally, pesantren journalism emphasises the Islamic approach and maintains values in its implementation. This study focuses pattern of empowerment of the journalism concept in a pesantren environment in Darul Ulum Banyuanyar Islamic Boarding School. The research objectives are to know how pesantren uses journalistic to enhance cultural literacy and the effect and passion of journalism that correlate with the profession. This study will analyse the existence of journalism in boarding schools with a high culture of literacy among santri. In addition, the researcher also associates the value of local wisdom with the boarding school itself.

METHOD

This study uses qualitative descriptive methods through data collection on a natural background, using natural methods based on the philosophy of post-positivism. The researcher is the critical instrument (Sugiyono, 2017). Furthermore, it is carried out by people or researchers interested in nature, and also the data collection techniques are carried out by triangulation (Moleong, 2014). Meanwhile, the study approach used is constructivist; the results of this study provide pattern recommendations to answer field problems. This study will occur at Darul Ulum Banyuanyar Islamic Boarding School Pamekasan Regency, Madura, East Java Province. Meanwhile,
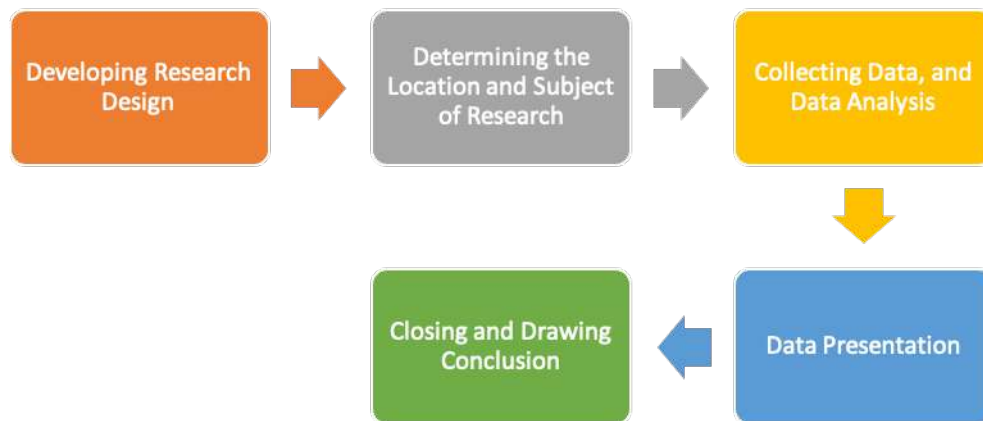
FIGURE 1. Research Stages (Sugiyono, 2017)

the research stages consist of preparing a research plan with literature study and observation, deciding the location and targeted subjects, collecting and analysing data, presenting data and concluding the research. The picture of the explanation can be accessed in Figure 1.

The data used in the study is collected through in-depth interviews, observations, and documentation. The data used in this study includes primary data from interviews with informants and secondary data from the results of observations and studies of literature and documents. Meanwhile, the sampling technique uses purposive sampling that determines the number of informants and assigns informants using criteria according to the research needs. The criteria of the selected informants are based on the provisions that the researcher has determined to be considered by their association with this study. The first criteria are students and teachers who have been involved in journalistic activities. Secondly, it is to have managed media in a pesantren. Then the last one is to have a minimum of one year of experience in journalistic activities. In this study, research informants were those who already fit the criteria made by the researcher to provide comprehensive information needed in this study. Three

informants were recruited: a library manager from the boarding school and two santri involved in journalistic activities. Data are analysed based on Miles and Huberman's data analysis method, including data collection, data reduction, data presentation, and conclusion withdrawal.

RESULT AND DISCUSSION
Journalistic Literacy in Boarding Schools

Literacy is an activity attached to providing education to the community for massive social change. Literacy has a relationship with media use; one of its implementations is in journalistic activities. Literacy is an awareness activity for the community by providing awareness to the community in terms of affection (feeling), cognitive (knowledge) to psychomotor (psychic management). Literacy activities include awareness of values and applying values to become cadres who maintain values. The implementation of literacy activities is carried out evenly and has become one of the government programs in Indonesia. However, some problems hinder literacy processes. The stages that have been implemented are limited to the awareness and application of values, not to being cadres maintaining literacy values. This

is evident from the activities carried out in research at Darul Ulum Islamic Boarding School located in Banyuanyar, Pamekasan Regency.

Journalistic literacy can be used as an entrance to building santri's awareness in Darul Ulum Islamic Boarding School. The primary purpose of journalistic literacy activities is to provide values to santri concerning journalistic knowledge and its application in boarding schools. Boarding schools are often rated as places that lack progress in accelerating changes. This condition is characterised since a boarding school is an appropriate locus surrounded by religious values and maintaining traditions. Consequently, most opinions say that new values will be challenging to enter into a boarding school environment. However, it is different from the journalistic literacy in Darul Ulum Islamic Boarding School. Literacy activities begin by providing journalistic literacy for santri. The manager of the pesantren realises that the ability to write and understand writing is a preliminary capital for santri to make changes and a skill.

The stages of Journalistic Literacy at this pesantren include the awareness of the value of journalistic literacy, the application of the value of journalistic literacy, and santri being a cadre who maintains journalistic value. Firstly, the pesantren environment is aware of the value of journalism to become a prominent supporter of success. Secondly, literacy values are applied and supported by the pesantren management and santri to make it easier to monitor and implement them. Thirdly, students become supervisors and actors in implementing literacy values. Finally, this activity makes the application of literacy easier and more enjoyable for the entire pesantren environment. It can be said that the literacy system in the pesantren has been well-formed.

The management of Darul Ulum Banyuanyar Islamic Boarding School itself is open-minded. The openness of thought has a good impact on the development of santri. Openness to the acceptance of the value of journalistic literacy is based on an assessment of the needs of santri in the future. Santri is projected to have skills in writing and managing writing. The santri in Darul Ulum Banyuanyar Islamic Boarding School is equipped with religious knowledge and soft skills such as writing and media literacy. Understanding media literacy does not only require writing skills but also values or understanding of the importance of understanding media (media literacy) to when writing santri can understand the social context and become more literate.

Students in the journalistic ecosystem are considered an information group. Therefore, in practice, santri must

FIGURE 2. Stages of Journalistic Literacy at Darul Ulum Islamic Boarding School Banyuanyar, Pamekasan (Research Data, 2021)

also have awareness and the ability to access information. An information group in the information technology era are ideally able to conduct literacy activities independently since it has become a group that is literate and able to spread values to influence and teach the public about the importance of literacy (Balčytienė., & Wadbring, 2017; Jones-Jang et al., 2021; Ku et al., 2019; Tully., & Vraga, 2018). In this condition, santri can also be considered an information society with the right to receive affirmations to improve its journalistic abilities. Furthermore, students have the right to have literacy skills as the initial basis for building journalistic professionalism.

In reality, implementing such activities is not easy to carry out. The biggest challenge of literacy activities in literacy groups is the characteristics of information groups that differ among places or regions. There is still no suitable model to answer this challenge. Therefore, this study tried to open up and discover methods of journalistic literacy located in pesantren. The openness of value in pesantren on journalistic literacy has taken place since 2000. It is proven from the result of interviews with the key informant, the Head of Darul Ulum Banyuanyar Islamic Boarding School Library, Mr Ahmad Imron. The development of journalistic literacy activities around 2000. However, it does not rule out the possibility before 2000 that it may have already occurred. This is proven by the existence of the Forum Lingkar Pena (FLP), a journalistic authorship organisation. FLP was formed in 2005, and it has risen year by year. Initially, it was only a study between alumni and members of the pesantren.

Nevertheless, today it has turned into an institution that provides opportunities to work professionally in journalism online. This journalism forum involves students, teachers and alumni from pesantren. Its activities always involve the three directly and impact the atmosphere of journalism learning. This forum provides an online space and a place to sharpen journalistic skills. Basically, it was not only to provide writing skills for santri but also to distribute the experience.

The first step of journalistic literacy activities in 2000 was the pesantren to provide media facilities for wall magazines. There was no guide at the beginning of journalistic literacy activities, only depending on the experience of teachers while attending school in the sense that there are no experts who guide or direct journalistic literacy activities. Therefore, at that time, this activity was like an activity to write the agenda of activities at the pesantren. The space and scope of the discussion are only to document the activities or celebrations that have been carried out in the neighbourhood of Darul Ulum Banyuanyar Islamic Boarding School, including the utilisation of facilities that no one can operate such as printing machines or printers, even though the ppesantren has provided the printer facilities. There is only one facility that is only located at the headquarters.

The limitations of these facilities do not dampen the spirit and activities of santri in a journalistic context. Santri participated in a competition or journalistic competition at Sidogiri Islamic Boarding School. With the initial ability to write poems and popular articles, activities are followed by involving each manager. The articles presented in the wall magazine come from diverse sources. The sources of presented articles include newspapers, magazines or the internet, but Most are from newspapers related to education, religion and sports. The involvement of pesantren administrators is also considered great support by the santri in managing wall magazines. The facilities such as newspapers and magazines are

provided by the manager of pesantren, including tools for printing, and media wall magazines are designed to facilitate these activities.

The initial awareness possessed by the manager of the pesantren brought changes in santri's behaviour to be more diligent in reading and writing. The centre of this journalistic literacy activity is in the library of Darul Ulum Banyuanyar Boarding School. Santri, categorised as the information group, has been positioned as a group that must develop ideas, creativity, and the ability to write and read to be transmitted to the next generation and society. The provision of this experience makes santri in Darul Ulum Banyuanyar Islamic Boarding School more self-helping since they have experience, that is, the experience in producing, distributing, and consuming messages. This matter notes that inside a pesantren, santri can also feel the experience from the outside by participating in competitions between pesantren. In addition, this experience forms a confident and robust mentality for santri to be able to survive in the community, primarily to communicate with the community so that their feedback is positive.

According to the Regulation of the Minister of Communication and Informatics of the Republic of Indonesia (2010), community information groups conceptually have a mission to develop, empower, facilitate, and dynamise information services for community members. It also refers to the regulation of Minister No. 08/PER/M. KOMINFO/6/2010 on Guidelines for the Development and Empowerment of Social Communication Institutions. An Information Group is a group formed by, from, and for the society which independently and creatively develops its activities to manage information and community management to increase values in the community. Therefore, santri as an informative group encourages the community to continue to be productive and informative in providing information services to the general public, especially in the Darul Ulum Banyuanyar Islamic Boarding School.

The essential skills that the information groups must possess in the journalism study are the insight of essential journalism, photography, and blogging. These skills must also be possessed by the Darul Ulum Banyuanyar Islamic Boarding School administrator. It aims to motivate santri to be active and do information empowerment on the broader society. The activities that Wiranti has done in the groups outside pesantren are using information media from websites, videos, and social media to face-to-face activities. Community Information Group (KIM) encourages society to adapt to cyberspace because the information is a primary need in this context. This adaptation is made through counselling and training.

When discussing literacy, it refers to the term literate, which is projected at the level of one's literacy; in other words, whether the person is literate or not. Literacy needs to be cultivated to shape a particular behaviour desired by society. Literacy skill has a positive effect on a literate person, whose cognitive and social capacities affect the quality of the interaction with society. Literacy is also related to a person's ability to understand the world and media to prevent the possibility of experiencing a decline in values in photographing a reality.

Journalism itself is related to journalism activities that can be interpreted as an art and craft with professional responsibilities that require journalists to see with a fresh eye each event to capture the unique aspects. So, the ultimate ability of journalism is to photograph reality and report it for the better, which

can be consumed passively by the public. However, the news must be fulfilled the element of 5W + 1H, although it is briefly delivered. As stated by the experts based on literacy, santri who write the news are categorised as literate because the conceptual understanding and practice are appropriate. This is also influenced by the experience of being a news article writer or journalist, which makes santri literate. Literacy experience is defined as a person's experience record in reading, writing, and digesting knowledge. This practice of journalism seems normative, but there is one element that is missed, namely the time or when. If one element is missing, then the information becomes incomplete.

By looking at the criteria of santri who are literate above, the journalistic training and the provision of the reportage skills should be given to increase the santri's capacity. These will bring santri's own experience. However, reportage is a journalistic activity in covering events in the field. Reporters report on what is seen on the ground. Reporters also provide additional information relevant to the ongoing events, for example, the background of events, intent and purpose, in what events are held, when they have been held, etc. The literacy culture to prevent unethical writing of journalistic works such as news cloning (Garini, 2018) is based on adherence to the journalistic code of ethics (Kertanegara, 2018). Therefore, santri need to be given literacy knowledge and skills in order to be able to carry out journalistic rules in their surrounding environment.

Journalistic activities have received a good response from the manager and Darul Ulum Banyuanyar Islamic Boarding School administrator. They opened the opportunity for all residents in the pesantren to participate in implementing journalistic literacy actively. Everyone who lives in the pesantren should transmit the value of journalistic literacy. This is sought to maintain the spirit of literacy and create an educational atmosphere based on social responsibility. The internal hierarchy still exists, but in the application of journalistic literacy, everyone has the same responsibility.
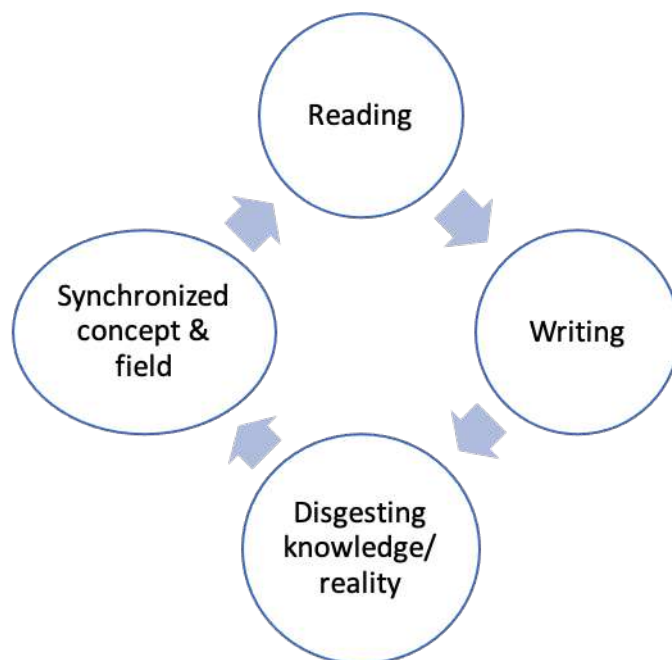

FIGURE 3. Category of Journalistic Literacy Ability at Darul Ulum Islamic Boarding School Banyuanyar, Pamekasan (Research Data, 2021)

Empowerment of Pesantren Journalism for Strengthening Literacy Culture Based on the Local Wisdom in Pesantren

The activity to synergise journalistic empowerment to form a literacy culture and develop the santri's profession has been carried out in Darul Ulum Banyuanyar Islamic Boarding School. This synergy has excellent support from all residents in pesantren so that it can be used as a fundamental provision in laying the value of understanding journalistic literacy. In other words, journalistic literacy is also considered an essential value that can be used to modernise reality and develop santri for their professional improvement activities. The head of the library has been conveyed as the primary informant, and a historical actor in the internal environment of Darul Ulum Banyuanyar Islamic Boarding School applies stages, ranging from managing wall magazines by utilising paper to being able to buy and utilise printers. The development of journalistic literacy occurred unexpectedly during the formation of an educational magazine run by santri and pesantren administrators.

Al Ikhwan magazine is a product of journalistic literacy in Darul Ulum Islamic Boarding School Pamekasan. The contributions made by all members in the pesantren made them reach 25 editions and became an example for the other pesantren in Madura. Magazines are used as a communication medium for pesantren in the internal and the external environments. This magazine is used to spread Islamic teachings, which are a blessing to the world. All residents in the pesantren have realised that preaching is done verbally and through print media such as magazines to help accelerate public understanding of Islamic values.

The content of Al Ikhwan magazine is consistent with the symbol of Islam, which is to work, be loyal, and be meaningful to society. Through this writing, pesantren becomes easier to apply both oral and written preachings. It aims to make preaching easily documented and remembered by the general public. In other words, such preaching uses the basic principles of journalism. The intended values of journalism include presenting facts in a balanced and impartial manner, adhering to journalism ethics, and having social responsibility in writing. In the long term, this magazine will be projected as a medium for the people who are not only around the pesantren and Madura but also outside Madura. Great alumni support also creates opportunities for the published books on authorship, namely Uswatun Hasanah, Ruqoyyah, and Choirul Umam. This affects the development of journalism in the pesantren and increases its influence outside the pesantren.

The content of Al Ikhwan magazine shows development and change for the better. For example, at the beginning of the publication, when and where to make news is not valuable, and that element can be judged whether the news is actual or factual. Although, there is no intentional element to negate the element that results in being suspected as hoax news. Therefore, the importance of the news element makes information have value. Over time, the learning process is done to improve the magazine's content. Moreover, an authentication check is also done so that the value or message conveyed through the news in the magazine reaches the reader correctly and adequately. The ultimate goal of the publication of this magazine is to provide education and da'wah (Islamic preaching) so that the value of Islam is maintained in the community.

Empowerment of literacy in the pesantren environment above takes a long time, starting from 2000 to about 21 years. After the pattern of empowerment, changes were created in the pesantren

environment. This supports the formation of a more concrete literacy culture. In the santri environment, there is a reading culture and a writing culture. Increasing interest in reading becomes a new trend in pesantren. For example, the interest in the pesantren library is much improved to the extent that other activities at the time of dzuhur (mid-day) are expended only for reading books and borrowing books. Therefore, the manager of the pesantren has provided excellent and comfortable facilities to santri. The library also has routine activities, namely journalistic training. Viewed from the existence of many journalistic activities in pesantren, it can be said that the production of journalism is outstanding. It can be concluded that journalistic products are many and have good quality in the form of FLP and Al Ikhwan.

The phenomenon was responded to as the result of a superior journalistic product from Pesantren Darul Ulum Banyuanyar Pamekasan Islamic Boarding School. In addition to these two products, there is "Pakar Revolution", an organisation that also has magazines published in other institutions. For example, the OSIS (student council) has developed in journalism. However, the journalistic center at Darul Ulum Banyuanyar Pamekasan Islamic Boarding School is Al Ikhwan magazine. Therefore, this magazine must be developed and maintained so that the spirit of struggle and da'wah is also maintained.

In the current era of technology and information, an educational institution cannot help but utilise the media for the internal or external interests of the institution. Knowledge and Technology are introduced in the activities for all pesantren residents. Empowerment activities are intended to enrich the ability to convey information through the skills in conducting journalistic activities. This training is organised against the background of the importance of knowledge regarding media journalistic writing techniques. These abilities and skills are expected to be disseminated to the local community (family environment) not to be affected by harmful media content. In addition, the skills of managing online media obtained can also be transmitted to other communities to utilise online media for

FIGURE 4. The Process of Forming a Culture of Journalistic Literacy at Darul Ulum Islamic Boarding School Banyuanyar Pamekasan (Research Data, 2021)

positive activities.

The provision of media literacy knowledge and skills (news writing skills and managing media) is expected to increase capacity. To understand journalistic literacy, it is necessary to learn and practice reportage, writing, and media production activities. All these activities have been carried out by the Darul Ulum Banyuanyar Pamekasan Islamic Boarding School manager. However, one activity has not been done, which is the use of online media to support journalistic products. A great opportunity will be created if the combination of journalistic ability with the use of online media, thus making it easier to widespread. It is also cost-friendly for production. Maximum utilisation is an obstacle; however, the pesantren strives optimally to develop its online media.

Entering the era of information technology, there are many dynamic changes inside and outside the pesantren. To answer these challenges, literacy culture alone is not enough because it must synergise with the profession's development. Santri is not left alone to be human beings who only accept and use the media left behind. However, santri are also challenged to have digital information capabilities. Therefore, the pesantren manager provides the debriefing with journalistic training whose level is improved in online journalism and digital literacy so that a new online media is formed by Darul Ulum Banyuanyar Pamekasan Islamic Boarding School.

Online media work is still gradual, but the echo is already vast. Darul Ulum Islamic Boarding School has a website banyuanyar.net containing articles from Al Ikhwan magazine and articles written by santri. Santri write articles; the manager edits and posts them on the website. This is a part of the digitalisation where santri writes while the manager publishes in the pesantren media. However, the main obstacle is in the pesantren where santri are not allowed to bring laptops and mobile phones. Therefore, to link the activity, the pesantren discussed the pesantren regulations, such as not holding mobile phones, social media, etc. It becomes the manager's job to hold weekly discussions about essential topics. The manager can filter the information so as not to give lies to santri and can hold discussions with the santri. Therefore, the santri can pour their minds into the form of writing combined with information obtained from books that have been read.

The digitalisation of pesantren and the establishment of the profession is a synergy of final activities to form a pesantren atmosphere to be more conducive to learning and realising the ideals of santri. The basic skills mentioned above have opened the entrance and made santri more varied in having job prospects. In the teachings in the pesantren, the last bastion of Muslims is pesantren. This makes it very appropriate if the pesantren becomes an environment that provides the value of social change for its santri. To respond to issues that are not true, it must be fought by writing accompanied by santri's filtering ability to be able to create an information shield. Thus, information that negatively impacts the people in Indonesia can be avoided. Its development efforts are not only for conventional journalists but also have entered online platforms. There are many media teams, and there is the development of digitalisation by documenting pesantren activities which are then posted on the pesantren media where the santri are involved.

In other words, to synergise the two elements above, a pesantren lays the basis of journalism for all santri through extracurricular activities. This is projected to be knowledge that brings santri to be independent and able to create their job prospects. Santri can utilise

journalistic skills to enter the national and international media worlds to compete with various parties. Therefore, this ability becomes an essential ability possessed by all santri who live in Darul Ulum Banyuanyar Islamic Boarding School, Pamekasan.

Darul Ulum Islamic Boarding School Banyuanyar Pamekasan has the concept of digital pesantren. However, it is not as easy as imagined to realise these concepts and models. The existing pesantren regulations prohibit the santri bringing mobile phones and laptops into the pesantren environment. Therefore, the intended digitalisation cannot be achieved comprehensively. The pesantren remains on combining conventional activities such as group discussions to find inspiration and write news articles. In other words, this activity uses communication involving gatekeepers and filters.

According to Sitompul & Akbari (2021) research, collaborative news contains elements of content and audience commodification. Whereas, for media content management, santri are involved by holding group discussions to write news articles and some scientific writing. However, in online media production, the santri are only involved to a limited extent. Website management and editing are carried out by the pesantren administrators who have internet access and media. This is a way to maintain tradition and apply the value of digitalisation in the pesantren environment. The point is that a pesantren is not eroded by modernism and does not erode the values and traditions of pesantren.

Nevertheless, activities to combine literacy culture and journalistic ability can be internalised among santri. This is evident from the desire of santri, who learn journalistic skills, both using conventional and online platforms. Senior santri are tasked to manage websites or equipment related to online media when they have graduated and become teachers in the neighbourhood of Darul Ulum Banyuanyar Pamekasan Islamic Boarding School. The basic principle is to plant a kind of superior seedling in the world of literacy from the beginning. This is very

FIGURE 5. Digitalisation of Boarding School and Professional Development of Santri in Darul Ulum Islamic Boarding School Banyuanyar Pamekasan (Research Data, 2021)

important considering that digitalisation is necessary for current society.

CONCLUSION

To conclude, the Darul Ulum Islamic boarding school in Banyuanyar Pamekasan has become a centre for internalising literacy culture. The method used combines traditional methods involving Kiai with modern methods using social media. In realising a literacy culture in the pesantren environment, categorisation activities are needed on journalistic literacy skills—Islamic boarding school journalistic literacy model towards students' professionalism. The recommendation of this research is to develop a model of internalisation of journalistic literacy culture based on digitalisation and local wisdom. Internalisation steps include digitising Islamic boarding schools and developing the journalistic profession. Developing the above method requires the involvement of alumni and various social networks and mass media. It means that the ecosystem for cultural literacy can be appropriately maintained. The journalism development at the Banyuanyar Islamic Boarding School is relatively high compared to other Islamic Boarding Schools in Madura. Many journalistic products there can be felt by internal parties and even outside Islamic boarding schools through strengthening local literacy culture. In the future, the management of Islamic boarding schools can be more progressive in providing journalistic training to students following the development of the digitalisation era. So that this impacts the output of journalistic work for the santri in this pesantren.

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The Implication of Social Media Toward College Students' Online Behavior in Bandung

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Abstract. *In Indonesia, there has been an increasing amount of internet usage. Computer Mediated Communication (CMC) is a form of communication held between two people or more and a computer as the media. While 92,1 % of internet users in Indonesia are college students, it is important to investigate the impact of social media toward their behavior since internet can bring both positive and negative impacts. In this research, 483 college students in Bandung were asked about their Social Network Sites behavior through a structured interview. The data analysis used was MaxQDA software in order to gain the themes. The result of this study discovered that 47% of the participants used social media for more than 6 hours a day. Their top purposes of using social media were communication, entertainment, and information searching. While high social media use is related to social media addiction and several behaviors that might lead to mental health issues, it is possible that this escalation resulted from the Covid-19 pandemic.*

Keywords: *Social media behavior, Computer Mediated Communication, Social Network Sites*

INTRODUCTION

A large part of the social culture of the younger generation involves communicating via digital media, whether it is email, social media, or texting (Allen, Ryan, Gray, McInerney, & Waters, 2014; Griffiths, 2010). It was found that 171 out of 264 million Indonesian access the internet. According to the Asosiasi Pengguna Jasa Internet Indonesia survey, 64,8% of Indonesian citizens access the internet (APJII, 2019). There is 27 million addition in one year compared to 2017. West Java is the highest contributor to internet usage in Java. Users' age is approximately 15-24 years old. Based on the occupation, 92,1% of users are college students.

The existence of computer-mediated communication has brought advantages to people's lives recently.

CMC nowadays is represented by the internet and specifically by Social Network Sites (SNS). The advantages of the internet are stated by Baruah (2012), which found that online sharing of information also promotes the improvement in the communication skills among people especially among the learners/students of educational institutions. (Risius & Beck, 2015) also found positive effects of social media management tools, broadcasting accounts, and conversational communication on public perception. A social media study in Indonesia found that social media culture can act as a teacher that is able to educate the public (Sampurno et al., 2020). Those were findings that proved social media effectiveness.

However, other findings stated that the use of social media could cause

problems for youngsters (Bányai t al., 2017). The differences between effective internet use and problematic internet use were found by (Xu & Tan, 2012). Their research stated that the transition from the normal use to the problematic use of social networking platforms is when these media are perceived as an important mechanism or even exclusive to release stress, loneliness, and depression. The use of the internet as a mechanism to release stress is one of the criteria that leads to behavioral addiction. Although anybody who has access to the Internet can potentially develop an addictive use of technology, there were specific demographic factors that tended to increase the risk (Kuss et al., 2014).

The explanation above supports the internet generation's potential to gain positive advantages from the CMC and supports the risks that potentially occur. Social media is paradoxical. It can bring positive but also negative impacts towards its user. A survey has been conducted by researchers on 100 college students in Bandung. It showed that 35 % of the respondents used the internet for 2-4 hours a day, 25% of the respondents used the internet for 4-8 hours a day, 40% of the respondents used the internet for 8-12 hours a day, and 100% of the college students mostly accessed social media in their internet use. Therefore, it is important to explore the implication of social media toward college students' online behavior in Bandung as the internet generation. Is it effectively increasing positive impact or does it become problematic behavior where it is perceived as an important mechanism or even exclusive to mental health?

METHOD

This research used qualitative methodology and concentrated on describing and categorizing the qualities of an online data survey. This is a possible way to provide a more complete understanding of college student's SNS behavior. Because human experience and interaction are far too complex to reduce in a few variables. In this research, subjects were questioned about their SNS behavior. The amount of the research subjects were 483 college students in Bandung, Indonesia. The sampling technique used was multi-stage sampling. The first stage conducted was cluster sampling which divided Bandung colleges based on the geographical cluster (West Bandung, East Bandung, Central Bandung, and South Bandung) to divide the cluster equally and represent the colleges in Bandung. Each cluster was represented by a single university and then followed by convenient sampling conducted in every university to gain the subjects.

Data was gathered through a structured interview. The questions were both open and closed-ended questions. The closed-ended questions were: (1) Did you regularly access the internet in the last six months? (2) How long did you access the internet platform(s) in a day? (By seeing the records on the smartphone). The open-ended questions asked were (1) What kind of social network site(s) that you access and why did you choose those sites? (2) Please explain the reasons you used those social network sites! (3) Please explain the activities that you did when accessing the social network sites!

We used MaxQDA software to analyze the interview data. First, we highlighted important words or sentences from the interview to determine codes. After creating the codes, we highlighted other typical words or sentences to gain sub-codes. The first codes resulted in themes, while the second codes resulted in subthemes. Then, obtained themes and subthemes showed data trends.

RESULTS

The results are in the tables and descriptions. The tables explain the coding results, and descriptions explain the representation of qualitative data gained through subjects' responses.

Table 1 shows that most respondents accessed social media for 3-9 hours per day. Only 16,15% of them access social media for 0-3 hours per day. And there were approximately 19% of them access social media for a very long duration (> 9 hours and >12 hours a day). They were preoccupied with social media, the feeling that they didn't want to miss what was happening on social media. Also, they accessed social media for such long hours because they were looking for activities to cope with their sadness to make them feel better.

The followings are some statements that represent the reasons why they access the internet for a long duration.

Subject 334: "Cause a lot of times, if I feel annoyed, I end up playing with my phone and then opening social media." Subject 410: "If I don't open social media, I'll feel curious about who has updated. I like stalking a lot of celebrities, and keeping an update of what they're doing. I just feel happy seeing them." From these answers we found that most of the reasons of this online behavior are to make them feel better and to get out from negative feelings.

It can be seen from Table 2 that there were the four most accessed SNS by college students in Bandung. They were WhatsApp, Instagram, Line, and YouTube. The other SNS were not popular for college students in Bandung.

WhatsApp was used mostly because this is the easiest tool to perform daily communication and usually, they get fast responses through it. The followings

TABLE 1. Daily duration of social network site(s) accessed

Coding	Sum	Percentage
3-6 hours	164	33.95%
6-9 hours	130	26.92%
0-3 hours	78	16.15%
9-12 hours	63	10.04%
>12 hours	48	9.94%

TABLE 2. Social network site(s) accessed

Coding	Sum	Percentage
WhatsApp	199	41,20%
Instagram	115	23,81%
Line	88	18,22%
YouTube	57	11,80%
Twitter	17	3,52%
Facebook	3	0,62%
Kakao Talk	1	0,21%
Skypee	1	0,21%
Whisper	1	0,21%
Reddit	1	0,21

TABLE 3. Reasons using social network site(s)

Coding	Sum	Percentage
Communication	192	39,75%
Entertainment	162	33,54%
Information searching	82	16,98%
Killing time	41	8,49%
Business	6	1,24%

are some statements that represent the reasons they used WhatsApp to get effective communication: Subject 73: "The most effective application for communication is WhatsApp because usually, people will reply fast. " Subject 69: "WA is the easiest application to reach out to anyone, I can text fast by WhatsApp and also keep in touch with many people. Either friends or best friends that I rarely meet or the relatives who live far away." Subject 24: "Sometimes, when using WhatsApp, I can express my feelings compared to when I talk face to face. And when I'm too prideful to apologize, I apologize via WhatsApp." From the answers we can conclude that they assumed WA is the easiest platform to communicate.

The second most used SNS was Instagram. They like to use Instagram because this application allows them to share photos and videos. They can follow almost everyone who has an Instagram account, and they get to see the photos and videos as entertainment and as a role model in lifestyle. The followings are some statements that represent the reasons why they used Instagram: Subject 287: "Instagram is interesting because I can share photos and videos. I can see what other people share or we also can share our photos and videos, showing our existence on social media." Subject 129: "Seeing pictures can become an inspiration—seeing new things, so I won't miss out an update." Subject 1: "Instagram provides an account where we can share and save our pictures at the

same time, so it's safe if they're saved online. If the pictures are saved in a flash disc or laptop, they can get lost due to the virus." We can see that Instagram had an impact in setting the role model on their lifestyle, and became an inspiration on their attitude and behavior.

The third most accessed application was Line because this application provides various options such as news, stickers, and filters in the video call. The followings are some statements that represent the reasons why they choose Line: Subject 420: "There are more stickers when using Line, so the chat is more fun, and the stickers represent my feelings." Subject 362: "It's more fun to use Line if I want to video call because there are some features that WhatsApp doesn't have, such as filters that make me prettier or cute filters." Subject 52: "When using Line, I can text and read the news at the same time on Line Today." Subject 107: "The automatic-adding-friends-system without using ID, so I don't have to add phone numbers and it's connected with email and Facebook." We can conclude that they like the platform because it provides them with features that help them express their feelings and emotions more.

The fourth most accessed application was YouTube. The videos that YouTube provides can add more information needed. For instance, tutorials such as fashion, make-up, and cooking tutorials. They even subscribe to their favorite YouTubers. The followings are some statements that represent the

TABLE 4. Activities during accessing the social network sites

Coding	Sum	Percentage
Viewing others' posts	229	47,41%
Communicating	156	32,3%
Sharing posts	33	6,83%
Stalking people or celebrities	26	5,38%
Searching for information	18	3,73%
Watching video	8	1,66%
Managing online business	7	1,45%
Online shopping	5	1,04%
Online dating	1	0,21%

reasons why they like YouTube: Subject 15: "If I need an answer, YouTube always has the answer. There are so many things, for example, if I want to cook something and I want to know how to do it, I immediately search for cooking tutorials on YouTube." Subject 117: "Subscribing my favorite YouTube channels, like Atta Halilintar." Subject 255: "Accessing YouTube to watch lectures from ustadz, increasing my religious knowledge, as a substitute of attending Islamic class." From the answers, we can conclude that the YouTube platform helped them in providing "do it yourself" tutorials, knowledge, and simply subscribing to their favorite celebrity influencers.

Table 3 shows five themes as the reasons for using social network sites. The first is mostly to maintain communication. Most respondents communicated with friends, friends they rarely met (living far away), families, and to broaden relations. The second is to get entertainment and most of the entertainment they accessed were K-Pop celebrities, music, Korean movies, standup comedy, games, and soccer. Third, they used social network sites for information searching. The subjects they searched were political, economic, historical, news, education, trending topics, health, and religious information. Fourth, social network sites were used for killing time. Killing time by

online shopping, watching make-up and skincare tutorials, infotainment, fashion tutorials, playing online games, sharing photos, and seeking traveling inspiration. Last, social network sites were used for business, they used their accounts to sell products.

The followings are some statements that represent the reason why they used social media: Subject 111: "On social media, sometimes I'm able to express what I'm afraid to express in real life. For example, if I say I love you to my partner, I will feel shy, but I don't feel shy if I say it on social media." Subject 5: "I use social media for entertainment. I mostly access social media to see the update about K-Pop." Subject 9: "I use social media for entertainment, watching YouTube channels, or watching soccer." Subject 107: "I use social media to know about what the current trending topic is." Subject 299: "I use social media to watch political and economic information that sometimes relate to my college assignments." Subject 419: "I use social media whenever I have free time and I have nothing to do. I usually watch gossip." Subject 15: "I use social media to sell my products."

Table 4 shows respondents' activities during accessing SNS. Almost half of the respondents (47,41%) accessed SNS to view other people's posts, 32,3%

of them used SNS to communicate with others, 6,83% of them use SNS to share posts, 5,38% of them used SNS to stalk people or celebrities, 3,73% of them used SNS to search for information, and the rest of them used SNS to shop online (1,04%) and to date online (0,21%).

DISCUSSION

Widely different claims about the impact of CMC on mental health have been reiterated for decades and across disciplines (e.g., Burke & Kraut, 2016; Chan, 2015; Meier & Reinecke, 2020; Orben & Przybylski, 2019; Twenge et al., 2018). The duration of using social media in approximately 34% of college students in Bandung, Indonesia was 3-6 hours per day. Another approximately 37% of college students accessed social media in 6 -12 hours per day. Almost 10 % spent more than 12 hours per day, only 16 % spent 0-3 hours per day. Duration is one of the indicators of social media addiction. Daily use of 6 hours minimum for minimum 3 months is the indication of addiction (Tao, 2010). Social Media Addiction (SMA) or addictive social media use (in a non-clinical sense) is defined as being overly concerned about social media, strongly motivated and have been devoting a great amount of time and energy to using social media, to the degree that an individual's social activities, interpersonal relationships, studies/jobs, and/or health and well-being are impaired (Andreassen & Pallesen, 2014). From the result, we found that most of the reasons of this online behavior are to make them feel better, to get out from negative feelings. This was one of the indications of problematic use of social media.

Data show that the SNS accessed commonly by college students in Bandung were WhatsApp, Instagram, and Line applications and were used commonly for communication, entertainment, and information searching purposes. Irwanto & Hariatiningsih, (2019), found that people used Instagram for information sharing and entertainment. This explains why most college students use this application effectively for communication. The reason that was commonly used during using social media was that they could do something that they were not able or shy to do socially in face-to-face relations. Although finding in meta-analysis suggests small negative association between social media use and mental health (Meier & Reinecke, 2020), this could be an indication of the impairment of individual social activities.

The second most accessed SNS was Instagram, and this is a relatively new form of communication. It was launched in October 2010 where users can easily share their updates by taking photos and sharing them with the media. It has seen rapid growth in the number of users as well as uploads. The ability to share photos and videos, and allow everyone to comment, is making Instagram seen as entertainment. College students in Bandung use Instagram mostly for viewing others' posts. This means that they like to observe other people on Instagram whom they follow and this could be someone they know in real life and most people they follow are celebrities.

This can also be explained by the finding in Korea which stated that one of the motives people to use Instagram was "peeking". The motives were to pursue relaxation, avoid troubles they encounter in reality, engage with friends they had never met before in reality, and form a parasocial relationships (Lee, Lee, Moon, Sung, 2015). This means they like to watch what other people share on Instagram, do what they do, wear what they wear, and follow the value of their idols that they follow on Instagram. We can see from the result that Instagram

had an impact in setting the role model on their lifestyle, became inspiration on their attitude and behavior. As explained in Computer- Mediated Social Learning theory, where they were focused on how people learn and adopt behaviors (Baldwin, Perry, and Moffitt, 2004). CMC changed social barriers, it allowed people getting intimate with other people they had not even met and saw (Baldwin, Perry, and Moffitt, 2004).

Sheldon & Newman, (2019) studied Instagram use among middle school students and identified two motives previously unidentified in Uses and & Gratification on social media research. These included lurking and escapism. Lurking has been connected to a desire to remain anonymous and/or preserve privacy and safety (Nonnecke & Preece, 2000), being too shy to post publicly, and the ability to gain information without actively posting (Rau, Gao, & Ding, 2008). Lurking may also constitute a form of entertainment (Nonnecke & Preece, 2001), as in the case of celebrity voyeurism. With this research, we can conclude that the social media behavior in Bandung college students indicated lurking as a common behavior in social media. In CMC and on the internet we may be isolated and alone, but, paradoxically, visual anonymity may render the group and its norms, stereotypes, and so on particularly influential. In consequence, to the extent that the group identity is salient and we identify with the group, we are likely to be influenced by its norms (Spears, 2017). Other than depersonalization happening in CMC, (Kircaburun & Griffiths, 2018) explained that daily internet use was highly correlated with Instagram addiction.

On the other hand, CMC has some positive implications as well. Our data showed that 1,24% of the respondents used social media for their business. Some research also suggested that social media can be used as an advertising platform for Micro, Small and Medium Enterprises (Suryono et al., 2020) and macro businesses as well (Manurung et al., 2020). Additionally, we can conclude that they like the social media platform because it provides them with features that help them express their feelings and emotions more. It helps them to articulate their emotions and feelings in communication, as well as helps them in providing tutorial information and knowledge. A social media study in Indonesia also found that social media culture can act as a teacher that is able to educate the public (Sampurno et al., 2020).

Since this research was conducted during the Covid-19 pandemic, it is imperative to note that internet usage, especially social media, has been increasing. (Siste et al., 2020) stated that online duration increased by 52% compared to before the pandemic. In India, 87 % of people reported an increase in its usage with 75 % spending an increasing amount of time on Facebook, Twitter, and WhatsApp (Business Today, March 30, 2020). Due to the physical distancing order where people are not able to talk with each other face to face, CMC on the other hand seems like the only communication solution. Not only communication, but entertainment and education as well. Indonesian Ministry of Communication and Information, (2020), stated that internet usage has increased by 40% during work from home and distance learning (Kominfo, April 17, 2020). So, it is still unclear whether the increased social media use among college students in Bandung is a form of problematic internet use, a coping mechanism, or simply a new effective way of communicating. Since we didn't measure the degree of impairment among the participants, we cannot conclude that 37% of the participants are suffering from

social media addiction

CONCLUSION

This research served important data about the implications of social media toward online behavior that served both positive and negative implications. Generally, social media provides unlimited information about everyone who uses the platform. Unlimited information means everyone can search for or see everything posted without being censored. This can be potentially valuable or even harmful information as well. This information processed and implicated young people's behaviors on social media itself. College students or young people represented in this research were at the stage of certain developmental tasks that involved environment or peers as the significant influence on their behaviors. What occurred in their environment or with their peers was documented on social media that can be accessed at any time or any place. This might influence the "peeking" and "lurking" behavior. They did not respond directly to the information that were uploaded to social media but they were constantly aware of every information that their friends or even celebrities that they did not know personally. Even though they did not respond directly to the information makers, it is implicated through their behaviors by doing what their idols do, wearing what they wear, and following the values that their idols show on social media. When they have actively involved in one-way relationships, they also show declined social activities. This will indicate parasocial relationships where people imagine having a relationship with another person they do not know personally but they imagine having a really close relationship. They might admire, and even feel affection toward their idols. Severe parasocial relationships can lead to mental health issues. Social

media literacy will be a necessity in order to avoid mental health issues in young people who actively access social media.

In conclusion, the data gained might indicate problematic use of social media, by showing the impairment of individual social activities, lurking behavior as a common behavior in social media, making celebrities as the role model in their lifestyle, and inspiration on their attitude and behavior. These create the opportunity to seek more answers on whether social media might cause mental health problems in young people.

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The Communication Conflict at the Research and Development Institute

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Abstrack. *This study analyzed organizational conflicts at the Indonesian Institute of Sciences (Indonesian: Lembaga Ilmu Pengetahuan Indonesia (LIPI)) that occurred in 2019. LIPI is the largest research & development institution in Indonesia with the task of promoting sciences. For this reason, the presence of conflicts disturbed its performance. In this study, the researchers applied a qualitative method with a case study approach. Data were collected through semi-structured in-depth interviews and document study. The results indicated that the source of the conflict was the issuance of LIPI Regulation No. 1/2019 concerning the Organization and Work Procedure of LIPI. Besides, the causes were the presence of conflicts of interest related to the struggle for limited resources, different conceptions & goals in managing the organization, and communication barriers. The impacts of the conflict were demonstrations, the emergence of apathy, individualism, and opportunism in some employees, and the delay of internal services. This conflict was resolved through dialogue, mediation, and speeding up the policy implementation process. In this conflict, the Head of LIPI was the actor who had high power and interest, while human resources (in science and technology and its supporting) and non-civil-servant government employees were internal actors who had high interests but weak power.*

Keywords: conflict, policy, reorganization, research & development institute.

INTRODUCTION

The incident that the Head of the Indonesian Institute of Sciences (Indonesian: *Lembaga Ilmu Pengetahuan Indonesia* (LIPI)) was reported to Commission VII of the People's Representative Council of the Republic of Indonesia (Indonesian: *Dewan Perwakilan Rakyat Republik Indonesia* (DPR-RI)) by his administrative staff became the culmination of internal organizational conflicts in the organization which is the largest research and development agency in Indonesia. Aji (2019) stated that the conflict happened because the Head of LIPI issued a reorganization policy that was considered not to have a clear vision and mission, thereby causing unrest among employees. Various rumors and information bias have caused unrest among employees, especially regarding the transfer of supporting-human resources in science and technology (supporting-HRST) (Indonesian: *SDM Pendukung IPTEK*) from their respective work units to the units that are far from their domicile, layoffs of employees, and the privatization of botanical gardens.

On the other hand, the Head of LIPI said that the reorganization policy had to be carried out so that LIPI could become a global research institution. It is executed by improving LIPI's internal management, accelerating capacity building & human resource competence, recruiting the diaspora massively, collaborating with domestic and foreign partners, and increasing the role of LIPI as a provider of national research infrastructure & a forum for collaboration for open science

and technology-based creative activities for all people (LIPI, 2019).

Apart from that, the reorganization policy turned out to be causing internal conflicts among LIPI employees. Thakore (2013) and Oetzel & Ting-Toomey (2013) defined organizational conflict as a struggle or disagreement expressed among people who work together to achieve a common goal and try to gain acceptance or attention from others. In the context of organizational communication, conflict can occur because of the rejection of messages conveyed among individuals within the organization because they are considered not to have the same goal.

Badrudin *et al.* (2017) added that conflict is a result of dynamics in the communication process that lead to misunderstandings. According to Bercovitch *et al.* (2009) and Romadona (2017), conflict is a normal thing that cannot be avoided in an organization, thereby making the heterogeneity of individuals in organizational activities more colorful.

Abrashi (2018) argued that conflict will not occur if there are no changes that affect individual interests in the organization. Meanwhile, Hener (2010), Spaho (2013), and Hussein & Al-Mamary (2019) said that conflict might occur vertically and horizontally between staff or between roles.

LIPI as a research & development institution plays a role in the development of a nation because it produces knowledge. To date, the role of the organization in development and research activities in Indonesia has been carried out with three approaches. The first is "Science for Science", meaning that the presence of LIPI as a research and development agency is proven by research activities in the form of theory renewal, exploration of discoveries, and the publication of various scientific journals with a global reputation. The second is "Science for Scientific Community", which is an effort to downstream science and technology as a product of research conducted by LIPI to educate the nation's life. The third is "Science for Stakeholders", meaning that LIPI as a research and development agency must come with a scientific approach in providing considerations for state policies.

Triyono & Putera (2013) said that the research and development agencies are organizations with unique and distinctive characteristics in which their products and services are science and technology. Therefore, the presence of conflict is feared to reduce the progress and development of science and technology in Indonesia. Romadona & Setiawan (2020) found that the pros and cons that arise from the organizational change in the research & development institution are caused by limited access to information and forums for expressing opinions. The communication barriers then lead to distrust and disbelief in the leadership of the change process that occurs. A study conducted by Yoon (2018) shows that the causes of policy conflicts in the management of research infrastructure are the lack of participation of interested parties, the absence of consensus culture, the lack of openness, and the lack of support & cooperation between the parties.

Based on researchers' observations, studies related to the organizational conflict in research and development agencies are still rarely conducted. In addition, the organizational conflict in the case under study is the first time that has occurred in a research and development institution in Indonesia. Therefore, this study aims at investigating the conflict in the research and development agencies, specifically the conflict that occurred in LIPI in 2019. Based on the aforementioned background, the purpose of this study is to analyze the sources,

causes, issues that arise, the arena of conflict communication, impact, and resolution of the organizational conflict. In addition, the researchers also analyze the actors and their relationship in the conflict. In this study, the researchers applied the conflict organizational model proposed by Pondy (1967) as an analytical tool to determine the process of organizational conflict. Apart from that, to find out the actors and their relationship in the conflict, the researchers conducted the stakeholder analysis as proposed by Reed *et al.* (2009).

METHOD

In this study, the researchers applied a qualitative method with a case study approach. According to Creswell (2013), the focus of the case study approach is to gain an in-depth understanding with intensive analysis of specific cases in the event that includes individuals, cultural groups, or a portrait of life with data collection procedures carried out carefully and thoroughly.

The research locus was carried out purposively with the consideration that there had been a conflict at LIPI in 2019 which could have an impact on the running of the organization. The data collection process was carried out for two months from January to February 2021. The data were obtained through semi-structured in-depth interviews with informants and then strengthened by the document study.

During in-depth interviews, there was no control over the information provided by the informants. This meant that they were free to provide answers. All answers provided by them were recorded, consisting of either factual data, opinions, or emotional involvement concerning the problem under study. The interviews were carried out by meeting the informants directly. However, some were carried out using the Zoom application because they

were beyond the reach of the researchers from the aspect of distance and the limited time available. In addition, the COVID-19 pandemic had also become an obstacle in carrying out direct interviews with some informants.

Informants were selected from the conflicting parties using purposive and snowball techniques. Sugiyono (2013) stated that purposive sampling is a technique of taking informants with certain considerations, while snowball sampling is a technique of taking informants that starts from several to many if the researcher thinks that the collected data are still incomplete. The total number of informants was seven people. To maintain research ethics, the name of the informants was disguised based on their request.

The collected qualitative data were analyzed using the interactive model of Miles *et al.* (2014), consisting of condensation, presentation, and conclusion drawing/verification. At the condensation stage, the researchers conducted the process of sorting, coding, and categorizing the results of the interviews based on predetermined themes to answer the research objectives. After that, the results were presented in the form of narratives (i.e., direct sentences and quotes) based on the researchers' interpretation. The last stage was conclusion drawing, in which data from interviews and the document study were matched so that conclusions could be drawn.

For the validity of the result of this study, the researchers carried out the triangulation process by (1) confirming information between informants, (2) comparing the contents of the document with the information from the informant, and (3) conducting a focus group discussion (FGD) with other researchers who were studying the same issue.

RESULTS AND DISCUSSION
The Issuance of the Decree of the Head of LIPI as the Beginning of the Conflict

Ibrahim (2001) argued that conflict is various kinds of interactions that cause disagreement between two parties. The issuance of LIPI Regulation No. 1/2019 concerning the Organization and Work Procedure of LIPI turned out to be a source of conflict within the organization. Based on the identification carried out by researchers towards the regulation, three things have been changed from LIPI Regulation No. 1/2014 which was previously applied as the basis for running the organization. The first is the reduction in structural positions, especially at the administrator and supervisor levels or at echelons III and IV levels. Previously, the number of positions was 355 structural positions which later became 240 structural positions. The second is the change in the organizational structure in each work unit of the research centers. At last, the third is the elimination of the duties and responsibilities to carry out tourism and Edu-tourism functions in the work units that manage the Bogor Botanical Gardens, Cibodas Botanical Gardens, Purwodadi Botanical Gardens, and the Bali "Eka Karya" Botanical Gardens. Table 1 below explains the difference in the number of employees in structural positions between LIPI Regulations No. 1/2014 and No. 1/2019 which become the source of the conflict.

Based on the results of interviews and document reviews, the researchers identified three major issues of conflict resulting from the issuance of the regulation, namely reorganization, redistribution of employees, and the privatization of botanical gardens. Meanwhile, the dismissal of non-civil-servant government employees (Indonesian: *Pegawai Pemerintah Non-Pegawai Negeri* (PPNPN)) was a conflict issue that was not related to the regulation.

The Issue of the Policy Concerning Reorganization and Redistribution of Supporting-HRST

Changes in organizational structure with reduced structural positions in technical research work units caused the Head of LIPI to be reported to Commission VII of the People's Representative Council by many researchers, research professors, and administrative staff (Prabowo, 2019). These changes are a consequence of the issuance of LIPI Regulation No. 1/2019. Informant C said that the change in structure is to eliminate administrative functions in research centers so that the head of the research center only focuses on research activities. Meanwhile, the administrative functions will be centered in the General Secretariat (Indonesian: *Sekretariat Utama* (SETTAMA)). Besides, Informant B – an actor who objected to the policy – said that the reorganization policy would keep researchers away from their resources, thus hampering the research process.

TABLE 1. Differences between LIPI Regulations No. 1/2014 and No. 1/2019

No.	Policy Field	Regulation No. 1/2014	Regulation No. 1/2019
1	Structural Quantity	330	194
2	Non-research function	Attached to the work unit	Attached to the General Secretariat
3	Functions of Botanical Gardens	Based on Presidential Decree No. 93/2011 and attached to the work unit	Based on Presidential Decree No. 93/2011 and partially attached to the work unit

"The ones that are close [to the resources] are not optimal. What if they were all centralized like that? That is the simple analogy. So, if research results want to be reached by industry and society, the resources must also be nearby." (B, 27-01-2021).

The same thing was conveyed by Informant W who said that the centralization of authority within the research institution would be dangerous for the sustainability of the organizational culture in the research institution itself. The work units at LIPI in the fields of social and exact sciences have respective colors and each grows and develops with that color.

"I'm worried about this centralization because this is the era of decentralization. For this reason, I'm questioning why does centralization happen? In decentralization, one high power policy is held by one person. For me, it is dangerous for research institutes." (W, 12-02-2021)

The emergence phase of the conflict began to be felt when rumors and unclear information related to the redistribution process of employees emerged. Rumors that emerged were that supporting-HRST would be redistributed to areas far from their domiciles, thereby causing confusion and concern in some supporting-HRST. A study conducted by Romadona & Setiawan (2020) showed that the impacts of various rumors and ambiguity were suspicion, confusion, and worries about the future, whether to move or remain in the initial work unit and its functional position.

The arena of communication on conflict issues took place in the online and offline arenas. Manifestations of online forms of communication occurred on social media. The results of a search on Facebook using the keyword "*Redistribusi Pegawai LIPI*" (English: The Redistribution of LIPI's Employees) showed that the issue of redistribution had become an internal discussion among employees. The conflict communication process occurred in personal posts and Facebook groups. In addition, the issue of redistribution was attached to another issue that became the cause of conflict, namely reorganization. Therefore, they called it the policy of reorganization and redistribution of employees. Mayfield (2008) argued that in the past, not everyone could create and distribute content to an audience, in which those who could do so were only individuals and organizations that had the production facilities and infrastructure.

One of the interesting findings is the use of WhatsApp Groups (WAG) by conflict actors as a channel for exchanging information and discussing organizational developments. WhatsApp with its various features (e.g., sharing text messages, photos, videos, audio, location, contacts, and links) makes it a communication channel that is considered more effective, more efficient, cheaper, and easier to use (Badri *et al.*, 2018).

The WAG media became a place for information exchange and coordination of conflict actors from various work units of LIPI throughout Indonesia. The WAG which was named "LIPI Perjuangan" (literally meaning Indonesian Institute of Sciences of Struggle) contained not only human resources in science and technology (HRST) (Indonesian: *SDM IPTEK*) but also supporting-human resources in science and technology (supporting-HRST) (Indonesian: *SDM Pendukung IPTEK*) who were against the policy of employee reorganization and redistribution.

Informant Y confirmed the use of the WAG media. He added that the media

facilitated the process of information exchange and coordination between the actors who were against the policy issued by the Head of LIPI. In addition, institutional websites of LIPI (www.lipi.go.id) and commercial websites were also used as a means of delivering conflict communication messages.

Apart from that, mass media was the main arena in the organizational conflict used by conflict actors. The process of delivering messages in the mass media was through press releases, press conferences, and direct interviews with key persons from both sides of the conflict actors. Santosa (2017) said that the current mainstream media, both registered and unregistered in Indonesia's Press Council, tend to compete in presenting conflict issues in their respective media channels. Mass media possess a wide audience reach in disseminating information. If it is carried out continuously, it will bring changes in attitudes and behavior in the audience.

The opposing parties use the mass media as a channel to express their disagreement with the policies taken by the Head of LIPI, to build opinions, and to disseminate information regarding the concerns of parties affected by the policy. Meanwhile, the management of LIPI uses the mass media as a channel for conveying policies and countering or clarifying issues that arise in the community.

In the offline arena, conflict communication is in the form of verbal and non-verbal messages. The verbal communication process occurs in a meeting forum between the Head of LIPI and his employees or a closed meeting with representatives of the parties. Meanwhile, non-verbal communication is used by actors who objected to the policy by doing the writing on the banners.

The causes of conflict on the issue of employee reorganization and redistribution were the interests of some employees who did not want to be redistributed outside the location where they lived or their original work unit. Another cause was different conceptions among conflict actors in the management of research and development institutions.

An interesting finding in this study is that communication barriers increase the intensity of the conflict. These communication barriers arise because of the communication style of the Head of LIPI, the diction of the message used, and the absence of communication space with senior researchers. These findings confirm a study by Listyono (2020) that communication has a dual role, namely as a source of conflict and a facility in conflict resolution. Meanwhile, Usman (2001) argued that communication acts as a bridge between behaviors in conflict.

The communication style of the Head of LIPI emphasizes an equal attitude in delivering his communication messages, meaning that he accepts every input but remains consistent with his stance. Because of this attitude, he is considered authoritarian and inhumane. This communication style, according to Ruliana in Limantoro (2015), is called *the relinquishing style*, in which the sender of the message is willing to accept suggestions, opinions, or ideas, rather than being instructive even though the sender has the right to give orders and control others. There are many distortions in the choice of message diction, such as the statements of "*pemurnian ras*" (English: racial purification) (a term describing the mapping of human resources based on their research expertise), "*diadministrasikan*" (English: being administered) (a term referring to unproductive researchers and tends to make non-researchers the "second-class" HR), "*silahkan keluar dari bus (LIPI) kalau tidak setuju*" (English: please get off the bus (LIPI) if you disagree) (a term intended for those who are against the

policy to resign), and **"*di-Raden Saleh-kan*"** (a term intended for Supporting-HRST and non-researchers who are considered unproductive; Raden Saleh is the location of one of the LIPI offices which are filled by LIPI civil servants with a dominance of low rank/class). These statements by some employees are considered to have hurt feelings and should not be conveyed by the highest leadership. Akhmad (2014) stated that message distortion is a lack of accuracy or difference in meaning between the message sent and the interpretation by the recipient. This confirms the findings in a study conducted by Rismayanti (2018) that communication barriers in organizations occur due to the semantic aspect, which is in the form of errors in receiving and sending messages due to diction and symbols of communication messages that cause misinterpretations.

> *"If you do not want to participate in this, please just get out of LIPI. This statement has been issued several times. It is not appropriate for us. They said we want to do something for LIPI but when we gave another alternative, they forced their notion. We all here do the best for LIPI. What we are doing and protesting is for LIPI and not for ourselves. This is not for the seniors as well because their life has been stable."* (B, 27-01-2021).

The presence of these communication distortions strengthens the findings of Romadona & Setiawan (2020) that distortions in organizational communication in research & development institutions are due to positions in the organizational structure, hierarchy, limitations in communication, individual-task specialization, unsympathetic leaders, communication network, and prestige.

The Issue of the Dismissal of PPNPN

The human resources management policy also targeted the work status of 1500 non-civil-servant government employees (Indonesian: *Pegawai Pemerintah Non-Pegawai Negeri* (PPNPN)) whose employment status was no longer extended as honorary staff at LIPI. The status of those employees was not extended because LIPI follows Government Regulation No. 49/2018 which principally prohibits government officials from recruiting PPNPN to fill the position of civil servants.

The Head of LIPI did not open a space for communication and dialogue with the PPNPN, which resulted in rejection. He put more emphasis on prioritizing rules and authority. In this case, referring to Hener (2010), the communication process carried out by the Head of LIPI is from top to bottom, which often may create vertical conflicts.

As a result of this policy, the PPNPN held demonstrations at the LIPI offices in Jakarta, Bandung, and Cibinong (Bogor) as a manifestation of the conflict. According to Wu *et al.* (2017), the willingness to communicate and increase the intensity of communication will have a positive impact on the achievement of the activity program.

> *"I just use the legal basis. They have an annual contract. It means I have a right not to prolong it. Therefore, I immediately transferred the botanical gardens to working partners. Moreover, those in BU were going to outsourcing."* (C, 26-02-2021)

Verbal communication is expressed through demonstrations, while non-verbal communication is through banners brought by PPNPN to convey their rejection of being dismissed as PPNPN at LIPI offices. In addition, some civil servants who sympathize with the plight

of PPNPN use their social media to express their disapproval of the policy.

The Issue of the Privatization of Botanical Gardens

The privatization of botanical gardens became an issue that emerged after the reorganization policy was issued. Based on LIPI Regulation No. 1/2019, the nomenclature of the Bogor Botanical Garden and other botanical gardens became the Research Center for Plant Conservation with tasks only on aspects of plant conservation research, regional botanical garden development, and administration. This condition became a polemic because the botanical garden management work unit previously was responsible for carrying out five functions: conservation, research, environmental education, tourism, and environmental services based on Presidential Regulation No. 93/2011 concerning Botanical Gardens.

The issue related to the privatization of botanical gardens became one of the causes of conflict in the LIPI office in Bogor. The main cause of this conflict was the unwillingness to transfer the management of Non-Tax State Revenue (Indonesian: *Penerimaan Negara Bukan Pajak* (PNBP)) from the work units managing botanical gardens to the private sector or PPII. This is as stated by Informant A that employees at the botanical gardens had a high sense of ownership. Therefore, they were unwilling to transfer the management to the private sector.

> *"Currently, the cycle of PNBP is rotating. In the past, it was only theirs. Now, it flows to work partners. In other words, they have insincerity. In fact, many people think it is better to just throw it away than equal to MNR. It must be remembered that once PNBP flows to PPII, it can cause such great opposition because the people of*

the botanical gardens have a high sense of belonging." (A, 18-01-2021).

Sutriono (2019) argued that one of the factors in the occurrence of conflict in the organization is an internal problem due to a weak understanding of the main tasks and functions within the organization. In addition, the struggle for limited resources related to the management of Non-Tax State Revenue in the botanical gardens was the cause of the conflict.

Impact of the Conflict and Its Resolution

The impact of the conflict on the issue of reorganization and redistribution was the rise of concerns from employees that they would be transferred to areas far from their domicile due to the absence of formation. Another impact was that internal service activities were hampered. This is a result of disinformation and unclear rumors and based on the statement of the informant RA who decided to move to the Bandung City Government because he did not want to be transferred to another region.

> *"To be honest, it is because of the impact of the policy. Day by day, I feel more uncomfortable and ambiguous. For example, in early 2020, I heard that the administrative staff for public relations positions would be reduced to 5 people from the current 11 people. Therefore, I must consider what I should do in the future. In addition, the opportunity to have a functional position is also small. I heard that LIPI's PR is around 80, while what is needed is only 49. I also heard that it is the most out of all ministries and state agencies." (RA, 24-02-2021)*

The issue of the dismissal of PPNPN led to demonstrations at the LIPI offices in Bandung, Bogor, and Jakarta.

Meanwhile, the issue of privatization of botanical gardens had raised apathy in some employees. This attitude was shown by employees by not wanting to get involved in programs that were not in line with their interests. Other impacts were the attitude of not caring about the conditions and dynamics of the organization in the botanical gardens.

> *"The conditions in the botanical gardens are very clear. Therefore, I did not care. The high management of LIPI is also like that. We will not even be heard. They are apathetic."* (A, 18-01-2021)

This finding confirms a study conducted by Fulasifah & Pradhanawati (2017) that the impact of conflict in organizations causes disharmony in social relations, distrust, and decreased work productivity. Additionally, Abrashi (2018) argued that the consequences of the emergence of a conflict in the organization have an impact on psychological and emotional aspects.

In this case, conflict resolution was done through dialogue. The process of dialogue was initiated by actors who disagreed with the reorganization policy and those from the management level in research work units. Furthermore, other conflict resolution efforts were also conducted through mediation by third parties. This is in line with the statement of Kamil (2018) that communication should prioritize the exchange of information with the principle of openness so that the public can participate in guarding existing policies.

The Analysis of Conflict Actors

The analysis of conflict actors was carried out by analyzing the power-interests of stakeholders (Reed *et al.*, 2009; Ackermann & Eden, 2011), by dividing stakeholders into four based on their power and interests, namely players, subjects, crowds, and context setters. Players are parties who have power and interest in the organization, in which they can make decisions and have an impact on all stakeholders. Subjects are parties who
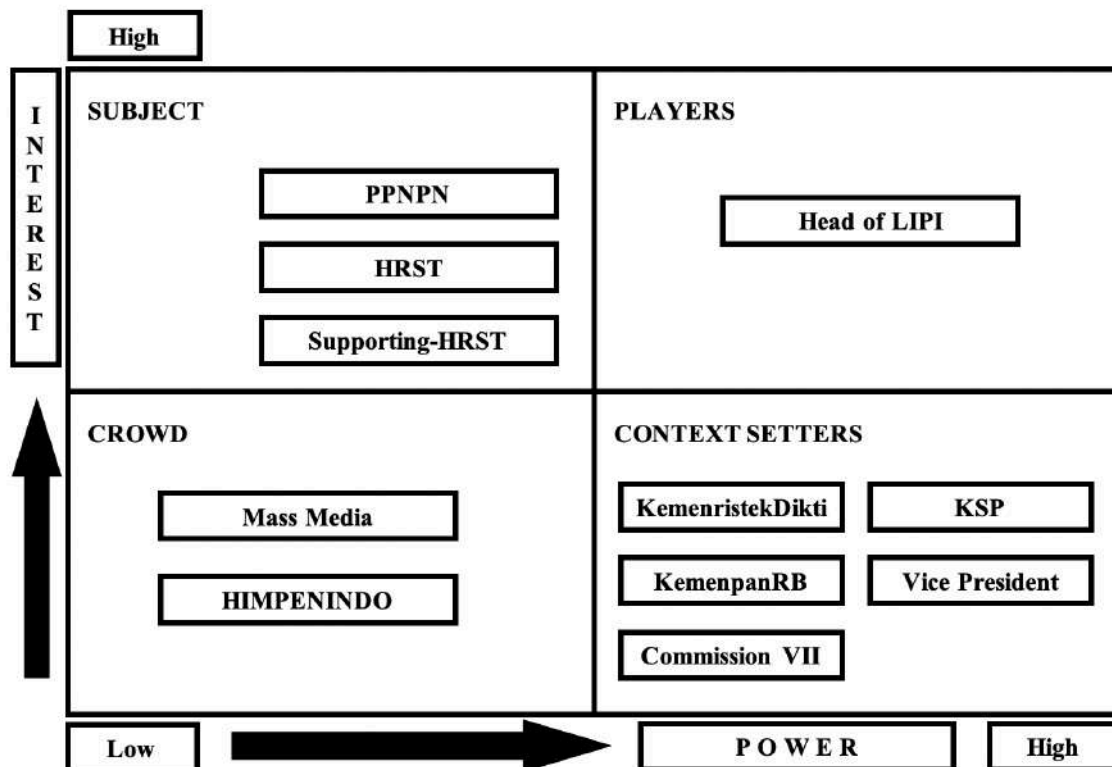

FIGURE 1. Power-Interest Matrix of Conflict at LIPI

have interests but lack power. The crowd is a party that has little interest and little power. Furthermore, the context setters are parties who have power but do not have much interest in the issues. The results of data processing using the power-interest matrix from the reorganization conflict at LIPI are presented in the following. Figure 1 shows the actors based on their influence and interest in the conflict at LIPI.

a. Players

The results of the analysis determined the Head of LIPI as a player because he had the authority and interest related to reorganization to a high degree. The Head of LIPI has the authority as a regulator, implementer, facilitator, and evaluator. The regulations that he made were Regulation No. 1/2019 concerning Organization and Work Procedures of LIPI, Regulation No. 11/2019 concerning Assessment of Employees' Performance, and Regulation No. 5/2019 concerning Employee Redistribution. Moreover, other authorities were to collaborate with the private sector in managing LIPI's botanical gardens, not extend the work status of PPNPN, and disband work units. The interest of the Head of LIPI is to create a research culture that will encourage the increase of benefits of the available resources so that LIPI can be globally competitive.

b. Subject

Actors included in the subject were HRST, supporting-HRST, and PPNPN. The interest of HRST from this conflict was that organizational governance was returned to LIPI Regulation No. 1/2014. Meanwhile, the interest of supporting-HRST was related to comfort zones in work units in the form of proximity to domicile, not wanting to be transferred to LIPI Central Office or other areas, and the authority in budget management as structural officials in the original work unit. PPNPN had an interest in the

extension of their employment status and not being dismissed from LIPI. The authority possessed by those subjects was in a low category due to their employment status and their position in the bureaucratic hierarchy in government institutions.

c. Context Setters

Based on the analysis of secondary data, ministries and state institutions involved in this conflict had a strong power but low interest. They were the Ministry of Administrative and Bureaucratic Reform (Indonesian: *Kementerian Pendayagunaan Aparatur Negara dan Reformasi Birokrasi* (KemenpanRB)), Ministry of Research, Technology, and Higher Education (Indonesian: *Kementerian Riset, Teknologi dan Pendidikan Tinggi* (Kemenristekdikti)), Executive Office of the President (Indonesian: *Kantor Staf Presiden* (KSP)), Commission VII of People's Representative Council of the Republic of Indonesian (Indonesian: *Dewan Perwakilan Rakyat Republik Indonesia* (DPR-RI)), and Vice President of the Republic of Indonesian. Their interest was to mediate to reduce conflicts between the leader and staff of LIPI. Several decisions taken to resolve this conflict were to order the leader of LIPI to review its policies by establishing a synchronization team.

d. Crowd

The mass media have the authority to disseminate information. In total, 96 news addressing this conflict from January to March 2019 were found in online mass media. The interest of the mass media is to get information from the right sources at LIPI. Apart from that, the Indonesian Researcher Association (Indonesian: *Himpunan Peneliti Indonesia* (HIMPENINDO)) – a professional organization – also has an interest in the clarity of rules related to the functional positions of researchers, such as the obligation to test the competence

of researchers, credit scores, and the retirement age limit for researchers. It is because those regulations have an impact on the comfort of researchers outside LIPI (Maharani, 2019). In organizational conflicts at LIPI, the mass media and HIMPENINDO had low power and interest.

CONCLUSION

The results of this study show that the presence of various interests between the actors, exacerbated by the communication style of the Head of LIPI, is the main cause of the analyzed conflict. This has an impact on the delay of internal services and affects the psychological aspects and behavior of employees in LIPI. Mediation through the dialogue process carried out by the relevant ministries and state institutions is a way to resolve this conflict. It is supported by accelerating policy implementation, especially in the process of transferring PPNPN to outsourcing companies. Based on the results of this study, the researchers suggested that the Head of LIPI must carry out intensive, open, and transparent communication with his employees regarding the policies taken. In addition, he must oversee the various policies issued so that their implementation does not deviate.

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Communication Strategy Of Private University's PR Practitioners To Attract Students' Interest In Time Of Covid-19 Pandemic

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Abstract. *Public relations practitioners from private universities have a strategic role in formulating and implementing creative and innovative communication programs through the use of technology and new media, especially in the time of the Covid-19 pandemic like today. This study aims to map the performance of private-public relations practitioners in optimizing the role of social media to overcome problems that arise due to the pandemic, such as the absence of direct promotion and communication to prospective students and the decline in interest in high school/vocational equivalent graduates to continue to higher education, by using the method of qualitative case study approach. Data collection techniques are carried out through FGD, in-depth interviews, observations of Unisba-assisted private universities in Bandung, and literature review. The results of the study show that in responding to the application of communication technology during the pandemic, it is necessary to implement strategic steps, including the building of a special team, empowering the entire academic community and students as well, coordinating with related parties, and evaluating the use of social media as a means of promotion. The results of this study contribute to universities that want to design promotional activities through social media.*

Keywords: *Communication Strategies, Public Relations Performance, Attracting Students' Interest, Promotion, Pandemic Era*

INTRODUCTION

Advances in information technology make it easier for people to access information since the media serves as a platform for disseminating information (Latifa & Setiawan, 2019), especially during a pandemic like today. The current Covid-19 pandemic has shocked the world's population, and educational institutions are no exception. As a result, face-to-face activities usually carried out in doing various things become constrained. Today, all educational institutions are trying to quickly find the right strategy to avoid going out of business. Based on data presented by the Head of the Central Indonesian Private Higher Education Association (Aptisi), many private universities were affected by the pandemic. There are around 120 private universities that cannot pay the salaries of their lecturers (Citrawan, 2021). State universities may not feel too big of an impact. It is different from private universities, which rely their finances on students who register.

Such condition causes the implementation of technology in daily activities to become commonplace. A public relations practitioner has to understand the work process through digital media, but not all educational institutions are ready to adapt to these conditions. Currently, the performance of public relations practitioners is being tested by facing difficulties in carrying out public relations activities online. A public relations practitioner should think outside the box in utilizing social media. In addition, public relations practitioners need to maintain the image and reputation of the institution by creating content that

is packaged in such a way to attract the attention of students and prospective students. It is because the Public Relations profession is related to efforts to create and maintain the image of an institution, either government or private (Oktaviani, 2018).

Public relations practitioners must be more creative in using existing media to convey information to prospective students. "The existence of a public relations unit in a government-owned institution or agency is a functional and operational necessity to disseminate or publicize an activity of the agency concerned which is intended for both internal and external public relations. Public relations can be tools or channels (of government publication) to facilitate the course of interaction and dissemination of information about publications" (Ruslan, 2012).

Digital Public Relations is not a new thing, especially in this era of technology. However, that does not mean that the existing resources at the university are necessarily able to use it. The pandemic has resulted in many private universities having to be able to learn it instantly so as not to be left behind by other universities. Nevertheless, there is still a possibility that the conventional method is still being used considering regional conditions, community culture, and income of the people who become the target market.

Every institution must be able to choose the right social media. The selection of social media needs to be adjusted to the target market of universities since social media marketing communications are intended for different goals and targets (Adetunji et al., 2018). Therefore, the message can be directly received by the target. According to Shirky, "Social media and social software are tools to increase users' ability to share, cooperate among users, and take collective action, all of which are outside the institutional and

organizational framework" (in Nasrullah, 2016).

The selection of the right media should also be followed by media management regulated by a public relations practitioner since public relations activities are always related to how we manage communication between the public and organizations (Petrovici, 2014). Media management will greatly affect it if it uses the right working principles. Moreover, community environmental factors also determine the strategic steps taken by each public relations practitioner in carrying out their duties.

The implementation of the performance of public relations practitioners in the use of social media is also carried out differently. Some are already proficient in utilizing social media. Some still need to learn to adapt and find the best solution for every problem they encounter. Every university tries to do its best to design activities through social media. The divisions formed to explain the work portion of each also provide uniqueness in mapping the performance of public relations practitioners in every institution. It will be interesting to see the performance of public relations practitioners in using social media in public relations activities during the admission of new students during the time of the Covid 19 pandemic.

METHOD

The research method used is qualitative research focuses on efforts to explore reality in the micro scope with in-depth analysis. A case study approach is also used to refine the research results because it can provide a comprehensive explanation of a group, organization, program, or social situation (Mulyana in Noviar et al., 2021). Through this approach, the researchers try to explore the steps taken by public relations at

private universities in attracting new students in the era of the COVID-19 pandemic.

This study's primary data collection techniques were conducted through in-depth interviews, focus group discussions (FGD), and observation. According to Bogdan and Taylor, this is done because qualitative research is a research procedure that produces descriptive data in written or spoken words from people and observed behavior (Kusumalestari et al., 2021). Subjects of this study were public relations practitioners from Bale Bandung University (UNIBBA), Sangga Buana University (USB), PPNI STIKep, and Indonesian Computer University (UNIKOM) as Unisba assisted universities located in Bandung City. Table 1 lists the public relations practitioners who became informants in this study.

In this study, the researchers also tried to involve observers and public relations practitioners from other universities to look at the performance of PR practitioners of UNIBBA, USB, STIKep, and UNIKOM during the covid 19 pandemic. These observations were made to examine why such actions need to be taken by PR practitioners to carry out changes and improvements for the better.

RESULTS AND DISCUSSION

During the pandemic, public relations practitioners must be more creative and innovative in utilizing various media supporting public relations activities. Based on the interview results with public relations practitioners from universities that become subjects of this research, there are obstacles in undertaking their activities, two of which are costs and human resources. With all the existing limitations, public relations practitioners need to maximize their activities, especially in providing education and information to prospective students who become the target market. The fact that currently, prospective students are active users of social media should be utilized as an opportunity for public relations practitioners to optimize the existence of that social media. Optimal use of social media can provide its advantages, such as easy access that is fast and cheap (Suryono et al., 2020).

During the current pandemic, public relations practitioners have an essential role in the process of new student

TABLE 1. Subjects of Research

No.	Name	Position	University
1.	Gi	Head of Public Relations of UNIBBA	Bale Bandung (UNIBBA) University
2.	Nu	Head of Public Relations of Sangga Buana University (Old)	Sangga Buana (USB) University
3.	Mu	Head of Public Relations of Sangga Buana University (New)	Sangga Buana (USB) University
4.	Ti	Head of Public Relations of STIKep	STIKep PPNI
5.	De	Director of Public Relations and Protocol of Unikom	Indonesian Computer University (UNIKOM)
6.	Ag	Public Relations and Protocol Staff of Unikom	Indonesian Computer University (UNIKOM)
7.	Fu	Public Relations Observer and Practitioner of Unisba	Bandung Islamic University (UNISBA)

admission. The university's image that is formed among prospective students must be excellent. Research shows that a positive college image will affect the interest of new students (Sabando et al., 2019). The pandemic condition that requires all activities to be carried out online is a big challenge for university public relations practitioners to be still able to get prospective students. Unlike today, before the pandemic, promotions for new students could be done offline by directly visiting schools.

The transition from offline to online requires public relations practitioners to maximize internet-based media to reach audiences through cyberspace, such as Instagram. Instagram is one of the most popular social media, as evidenced by the increase in its users within four months to 100 million users (Dalila et al., 2021). Instagram is the most widely used media after YouTube, Facebook, and WhatsApp (Dalila et al., 2021). Instagram is a photo-sharing media application that allows users to take photos, apply digital filters, and share them on various social networking services. Instagram has become the favorite means for each individual who wants to publish activities, goods, places, or himself/herself in the form of photos (Mahendra, 2017).

Strategic Steps Taken by Public Relations Practitioners of Private Universities Assisted by Unisba

Based on the study results, all private universities assisted by Unisba (UNIBBA, USB, STIKep PPNI, and UNIKOM) took several steps in carrying out public relations performance amid the COVID-19 pandemic, including: first, forming a special team for social media management. The use of social media as an instrument in implementing public relations strategies provides a new perspective, namely, how to build a reputation with audience participation,

not only from the public relations of organizations or companies (Mizanie & Irwansyah, 2019). Private universities attempt to do marketing through social media and optimize that platform to persuade consumers, namely students, to use educational services. Social media marketing is a strategic and methodical process to build a company's influence, reputation, and brand in a community of potential customers, readers, and/or supporters (Dewi, 2018).

The performance of public relations practitioners of private universities assisted by Unisba in managing social media is also different. Some public relations practitioners are directly involved in managing social media. However, some only provide ideas or references and hand over social media management to a team, as happened at UNIBBA. UNIBBA PR practitioners have a special team in charge of supervising the social media system and uploading social media content, such as brochures that the team has previously made, to help PR practitioners disseminate information related to the events being held, including promotions for new student admissions. "There is a special team: a head of systems and information in academia, staff of social media section, and other employees. I often ask for their help, but we're still the ones who create the concept and so on. Indeed, someone manages the system" (Gi, informant).

STIKep also has admins, competent in their fields, to manage accounts well and post on social media daily. "…so the old admin was part of the academic community who couldn't do much of the hype on social media, until finally we tried to replace him with someone competent and we tried to post every day" (Ti, Informant). Meanwhile, making videos for social media content still uses vendors' services. UNIKOM has its special team for optimizing social

media, such as creating content, videos, captions, hashtags, and others. There is also a special division that handles the process of new student admissions, where public relations practitioners are tasked with writing captions and uploading information that the team has compiled. However, there are differences in choosing a specific team. The special team for social media at UNIBBA and UNIKOM comes from internal UNIBBA and UNIKOM itself, selected by competencies that match the needs; At the same time, STIKep works with an external team paid professionally to manage social media, especially videos.

The second is collaborating with alumni, students, lecturers, and employees to use social media. Limitations in reaching potential customers do not have to be an obstacle in PR performance as PR can take advantage of various things. Likewise, in colleges or universities, the academic community can be used positively to disseminate information about new student admissions. UNIBBA Public Relations also took advantage of this opportunity, among others, by collaborating with alumni and students to upload UNIBBA content on alumni and students' respective social media. "… (We) ask for help there (alumni and students). They also participate in spreading it (content) because if it is related to information through the media, it is easy, from person A to person B to person C, especially when they are already in the chat room, making it viral is easy" (Gi, Informant). Disseminating information in this way turned out to be more effective, especially for new students, from the number of questions and responses via Whatsapp or office telephone.

Similar to UNIBBA, USB also utilized the academic community to convey information on new student admissions. The approach they used in the new student admissions program during the COVID-19 pandemic was to involve employees, lecturers, and students in promoting USB to the surrounding environment. They were expected to be able to carry out the function of public relations. Employees, lecturers, and students not only upload content on their personal social media but also disseminate information by word of mouth. It is a quite capable marketing strategy where consumers become parties with high involvement in the marketing. Word of mouth marketing does not require a large amount of money but can be very effective (Lestari & Dedet, 2019). USB PR practitioners chose this strategy because, "We have the advantage of alumni who have spread across several agencies and have become entrepreneurs" (Nu, Informant).

The third involves students in the creation of social media content. Students with an age range that is not much different from prospective students are empowered by STIKep public relations practitioners to create social media content. This is done based on the assumption that the mindset of students can describe the mindset of prospective students so that PR can get an idea of the content to be created. "...we ourselves don't know the characteristics of prospective students well; basically our target is high school students, so we ask for help from student friends who are not too different in age so that our programs always involve our students." (Ti, Informant).

The second and third strategic steps were considered positive by Fu as a public relations observer and practitioner; for him, "engagement is crucial. Connectivity with the public is the main thing since these consumers have enormous power. Consumers can also act as prosumers (producers and consumers simultaneously), especially for students and prospective students who

have attended certain high schools. They become our prosumers who produce information and testimonials related to the college where they are currently studying" (Fu, Informant).

Fourth is coordinating with related sections for social media management. Not all public relations practitioners in universities have full authority in managing social media. Therefore, good teamwork with other departments in social media management is needed in concept generation, planning, and execution. At UNIBBA, public relations practitioners coordinate with the head of systems and information in academics regarding systems on social media. However, UNIBBA public relations practitioners have full authority in managing social media. Meanwhile, at USB, social media management, especially dealing with new student admissions, requires public relations practitioners to coordinate and communicate with the promotion team. This is due to the separation of public relations and promotion divisions under the same unit but is now separated.

> *"Yes, Public Relations (PR) is different from marketing since the marketing team is directly involved in promotions for new student admissions. Admission of new students is in a separate institution, namely a special promotion team managing social media. Although there are many components involved in the institution or university, both faculties and study programs including public relations also participate in evaluating how and what to do, especially in the imaging and information process" (Nu, Informant).*

Regarding social media, STIKep's public relations practitioner said that coordination was carried out with leaders who were always involved in planning the concept of student admissions. In addition to the leadership, public relations practitioners also coordinate with the new student admissions committee members of the Whatsapp group. While at UNIKOM, public relations practitioners coordinate with the new student admissions (NSA) and UPT sections of social media for social media content. Moreover, public relations practitioners have a role in providing input on new student admissions content that the NSA section will make; public relations practitioners themselves are more involved in open session activities of the senate for new students. "PR is not directly involved since we have a special New Student Admissions team. UNIKOM's Directorate of Public Relations and Protocol related to NSA is involved as the person in charge of the open session of the Senate in the context of New Student Admissions every academic year" (De, Informant).

Fifth is supervising and evaluating social media. Monitoring and evaluation are important in managing social media due to the rapidly changing nature of social media, where public relations practitioners must be adaptive to developments. Thus it is necessary to carry out a continuous evaluation. Evaluation is a special strategic step in PR performance since it measures how much planning has been carried out, especially on social media. It also evaluates the constraints that caused the plans that have been made were not implemented properly. Evaluation is carried out in the hope of knowing the needs and interests of the public so that it can encourage a mutually beneficial understanding with the public (Kriyantono, 2014). It is necessary to have a measurement system to ensure organizational performance and increase productivity (Sookdeo, 2019).

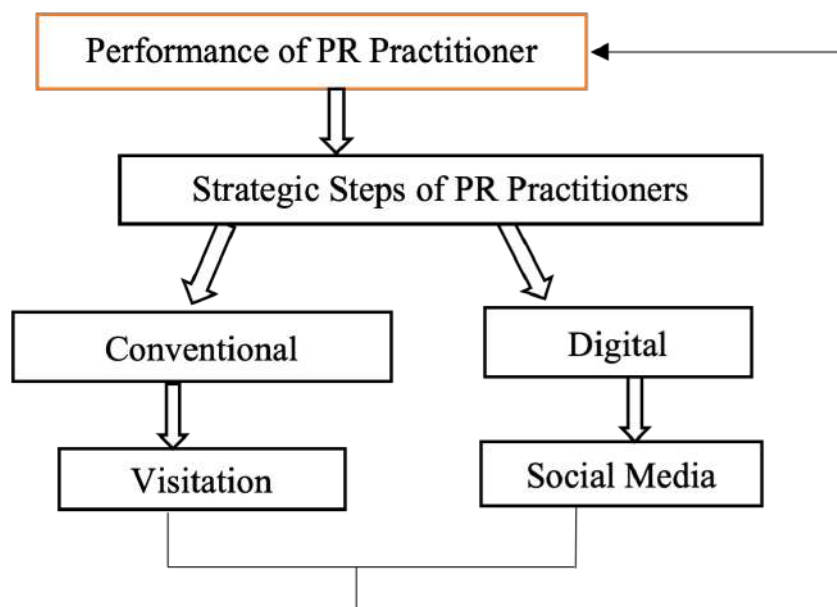The evaluation can be conducted every month like USB does, namely,

FIGURE 1. The reality of Public Relations Performance through Media
(Source: Research Results)

measuring the performance of the programs or activities that have been done. Evaluation is carried out by checking the comments on social media and figuring out what plans have been implemented and which ones have not to improve future plans for social media content. Whereas, STIKep evaluation of social media is done through the number of incoming Direct Message (DM) responses from the increase in followers and the number of prospective students who register on the google link. In contrast to UNIKOM, where public relations do the supervision of social media collaborates with the Head of NSA, Director of Public Relations, and Director of UNIKOM's social media UPT, evaluations are carried out continuously in new student admissions meetings.

The internet makes life easier and changes the way people communicate. The internet can help the public, especially prospective students, communicate with universities or colleges. Technological developments provide convenience for students to access information through social media (Nurohman & Yahya, 2018). The public feels more flexible when they want to ask about new student information and can interact directly through the features on social media. Knowing these things, it is necessary to take strategic steps in managing social media in dealing with new student admissions during the Covid-19 pandemic.

In this context, a public relations practitioner needs to fully understand the four stages of the Public Relations process as stated by Cutlip, Center, and Broom (in Wiwitan and Yulianita, 2017), namely defining public relations problems, planning dan programming, taking action and communicating, evaluating the program. The stage of defining public relations problems includes assessing and monitoring opinions, attitudes, and behaviors related to the actions and policies of the organization. The second stage, planning, and programming, uses the information collected in the first stage to make various decisions about the public, goals, strategies, actions, tactics, and communication objectives in making the program. The third stage is taking action and communicating. This stage embodies program actions and communications designed to achieve certain goals for each public. In other

words, it is the achievement of program objectives. The fourth stage is evaluating the program, which includes the readiness of the assessment and implementation and the program's results (Ardianto in Palapah, 2020).

Fostering good relations with the media is a form of communication between institutions and the public to achieve the organizational goals set. This is a unit of activity that a public relations practitioner must carry out. According to Frank Jefkins (in Darmastuti, 2012), several things have to be done using the right working principles when a public relations practitioner carries out good media relations activities, namely serving and understanding the media at all times, building a reputation as an organization that can be trusted by the media, providing adequate and accurate copies of information, cooperating in providing information materials, providing verification facilities, and building strong personal relationships with the media.

Although many institutions have switched to digital media, it turns out that the performance of public relations still faces the use of conventional media. Figure 1 shows the reality of Public Relations performance faced by educational institutions.

The success of implementing the performance of public relations practitioners cannot be separated from their abilities. According to Jefkins (in Wardasari et al., 2013), there are five basic requirements for someone who works in Public Relations: the first two are the ability to communicate and organize. These requirements require that a public relations practitioner should be able to carry out activities from collecting data to evaluating. The next requirements are the ability to get on with people (the ability to get along or build relationships), personal integrity (honest personality), and imagination (have a strong imagination). When it comes to creating social media

content, PR is required to always be creative in an attempt to attract the attention of prospective students.

These basic requirements emerged because public relation is not just a science but also a profession. It has something to do with efforts to build harmonious relations between institutions and their publics to generate mutual understanding, create a positive image and improve the organization's reputation, and foster public trust (Trimanah & Wulandari, 2018). This condition shows that although PR activities are carried out digitally, the human relations aspect is still needed. There must be human relations touch to be applied. The difference here is that human relations are applied using social media. The use of digital platforms by institutions is influenced by three factors: digital literacy, customer relationship development, and digital ecosystem development (Ramdan et al., 2020).

The explanation above underlies that there must be the ability to be creative and innovative in every activity or content creation. The application of the human relations aspect is expected to be able to persuade prospective students to be interested in continuing their studies at their institution since, basically, human relations will be related to persuasive communication. There will be happiness and satisfaction by applying human relations on both sides. Likewise, in the context of the performance of public relations practitioners during this pandemic, persuasive communication must be carried out in work situations and work organizations to evoke enthusiasm and work activities in a spirit of productive cooperation with feelings of happiness and satisfaction (Mustikawati & Husnul, 2016).

The Implementation of Performance of Public Relations Practitioners of Private Universities Assisted by Unisba

During this covid-19 pandemic, many prospective new students find it difficult to get information about universities because they cannot directly visit the campus. Therefore, public relations practitioners must work harder to coordinate with the various teams involved in maximizing the content uploaded on social media. The number of prospective new students who register is not only the benchmark for success in using social media. However, it should also consider the engagement of social media users.

> *"We need the team's creativity, so this team cannot work alone. With the autonomous promotion team, we build maximum communication and supply activities that can be uploaded continuously, which appeal to the audience, especially prospective students. (It must be noted) how many (contents) have been implemented, and how many have not been implemented. (Then) we do an evaluation, so that once a month it will be updated by counting how many like this one, how many for this one" (Nu, Informant).*

The implementation of the performance of public relations practitioners during the COVID-19 pandemic is very different. There is a shift in the performance of public relations practitioners from conventional to digital, which also applies to new student admissions in every university. It happens because "This pandemic impacts the world of education, where the purchasing power of the people decreases so that the interest in each university decreases" (Fu, Informant).
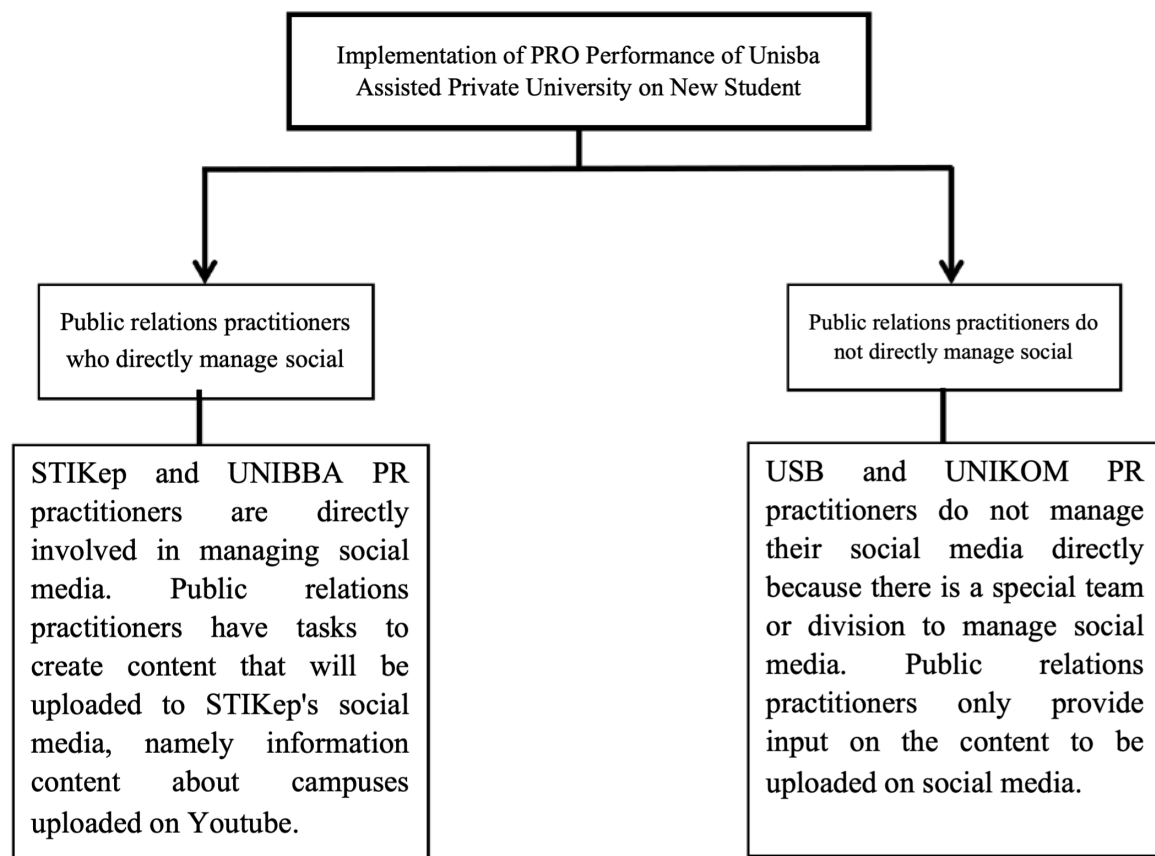
The role of social media before and

FIGURE 2. Implementation of PRO Performance of Unisba Assisted Private Universities on New Student Admissions (Source: Results of Research)

after the covid-19 pandemic is crucial and greatly helps the performance of public relations practitioners in disseminating information about universities. "There is a new culture in this pandemic era, where the use of communication technology has become the main media and no longer an alternative" (Fu, Informant). Using social media as an instrument in carrying out public relations strategies provides a new perspective, namely, how to build a reputation with audience participation, not only from the public relations of organizations or companies (Mizanie & Irwansyah, 2019).

Positive perceptions toward the target universities are significant since prospective targets play an important role in achieving higher education goals (Aghaz et al., 2015). The content uploaded on college social media should be created as attractive as possible to attract the attention of prospective new students. This has become one of the strategies of public relations practitioners in carrying out public relations strategies. Not only that, before implementing new student admissions, to achieve the targets set by private universities, public relations practitioners must create a concept that is designed according to the concept of the university.

The performance of private-public relations practitioners assisted by Unisba in managing social media is also different. Some public relations practitioners are directly involved in managing social media, while others only provide ideas or references to the team that manages social media (Figure 2).

At USB, public relations practitioners are not directly involved in managing social media because there is a special team for it, including social media management for new student admissions. The special team in charge of managing social media consists of people who are experts and experienced in their fields.

USB PR practitioners only help with references or content ideas uploaded on USB social media. Content uploaded on USB social media has a distinctive identity to the red color as USB identity. Information disseminated through social media is directly supervised by the campus supervisory team.

Unlike USB, STIKep's PR practitioners directly manage social media as there is no special team. They have tasks to make a storyline of information about the campus which will be uploaded to YouTube. Activities carried out during the pandemic include podcasts and webinar programs targeting high school students. STIKep considers social media to be the main media as a promotional event for universities in admitting new students. Before being uploaded to social media, the content created by public relations practitioners will be discussed first with the leadership. The content uploaded to STIKep's social media has its characteristics according to the identity of STIKep. Public Relations STIKep also mentioned that the leadership is always involved in planning the concept of new student admissions and coordination, especially for social media. Not only with the head of public relations, but coordination is also carried out with the admissions committee of new students who are members of the WA group and regular meetings for progress reports.

The implementation of the performance of UNIBBA's PR practitioners during the Covid-19 pandemic is to directly manage their social media, including content creation and others. In managing its social media, UNIBBA's public relations team coordinates with a special team consisting of the head of the academic system and the information division (two people). UNIBBA also uses the ads feature on social media to reach its target audience. Public relations practitioners are tasked

with recommending the content being created. UNIBBA's social media uploads pay close attention to the language used, which is semi-formal and contains invitations.

The implementation of UNIKOM's public relations practitioners' performance on social media is that public relations practitioners do not engage directly in managing their social media. They are only helping to provide references or content ideas to be uploaded to social media and create content according to the chancellor's request. A special team manages social media management itself. Making videos in the form of campus introductions is not done independently by UNIKOM's PR practitioners but in collaboration with the UNIKOM Multimedia directorate and uploaded to YouTube.

Supporting and Inhibiting Factors

In the process, not all the performance of public relations practitioners can run well and smoothly due to several things that become obstacles to the work being done. Thus, there are supporting and inhibiting factors in improving the performance of public relations practitioners of private universities assisted by Unisba when facing new student admissions during the Covid-19 pandemic.

Supporting factors include support from various parties in managing social media as part of the performance of public relations practitioners so that the use of social media in disseminating information about new student admissions can be carried out as widely as possible. A strong and widespread alumni network and the role of lecturers and employees are also very helpful in realizing the achievement targets set by the university. In addition, there are also programs of colleges or universities that are in line with the performance of public relations

practitioners, especially in the admissions of new students. The presence of social media can be utilized, and technology is made to facilitate work during the Covid-19 pandemic.

In addition to supporting factors, there are also inhibiting factors in the PR activities of Unisba-assisted private universities that must be resolved, such as obstacles to Human Resources (HR). Not everyone understands IT or technology, so qualified human resources are needed for social media management. Some colleges or universities even pay and involve competent people outside the PR division, such as paying vendors to work on videos they uploaded on social media. In addition, the pandemic period has limited universities to reach prospective new students due to the transition from conventional to digital. Infrastructure is also an inhibiting factor since it is not simultaneously available in all places.

However, amid all the existing inhibiting factors, the private universities assisted by Unisba, in the end, still found a way out. They overcame all problems, despite all the limitations they had, such as cutting various set budget ceilings. This condition is not easy, but they still have to adapt to all the changes, calling it a decrease in the new student admissions achievement target. This needs to be done so that the University can continue to rise and survive amid the Covid-19 pandemic.

CONCLUSION

Based on the results of the research and discussion described above, it can be concluded that the communication strategy of public relations practitioners to attract new students in the current pandemic era must be carried out by focusing on the interests or preferences of the target prospective students. It can start with selecting social media and content packaging that high school students are interested in to which parties can be

involved in disseminating information. It is important to pay attention to the compatibility between the cultural background of the target market and the ones who do the promotion.

Public relations practitioners should form a special team to disseminate information. In this context, public relations practitioners should also take advantage of the community of young people who have an age that is not much different from high school students, namely involving students. This needs to be done so that there is a commonality of interest and mindset between the target market and the educational institutions. However, the main content regarding new student admissions information still has to come from public relations practitioners. It is also important to strengthen the alumni network to reach a greater audience in disseminating the information.

Coordination and supervision and periodic evaluations also need to be carried out in implementing Public Relations performance through social media. This is intended to detect various kinds of inhibiting factors early on so that further solutions can be immediately sought.

The results of this study describe opportunities for further research related to how effective the strategic steps taken by public relations practitioners are in attracting new students during the Covid-19 pandemic and providing novelty in terms of references and new findings on qualitative data about communication strategies among similar research.

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Islamic Education Teachers' Adaptation in Digital Learning during the Covid-19 Pandemic

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Abstract. The Covid-19 pandemic has disrupted educational communication, as traditional teaching and learning have been replaced by online digital teaching and learning. Thus, teachers must adapt quickly to new technology to meet the lesson objectives and successfully deliver their lessons. This study explores teachers' adaptation experience throughout the Covid-19 pandemic. Data was gathered in Mutiara Bunda Elementary School, an inclusive private school in Bandung with religious education at its core. In-depth interviews and introspection were conducted with four Islamic education teachers across grades. Thematic analysis was used to analyse the data. The findings revealed that teachers went through five overlapping stages: confusion, trial and error, capacity building, adaptation, and efforts to find new solutions. However, different challenges were faced by each teacher according to the grades they taught. Even though teachers had finally adapted and transformed the teaching and learning experience, traditional face-to-face communication was still preferred by 1st to 3rd-grade teachers to deliver the lessons effectively. Lack of the teachers' IT skills to deliver the lessons to develop the students' character, inexperience in online teaching, and the students' low motivation to learn through the digital platform clearly constitute the main obstacle in this religious, educational process.

INTRODUCTION

The Covid-19 pandemic has disrupted educational communication, as online teaching and learning has replaced the traditional face-to-face method. In Indonesia, Study from the Home policy has been implemented since March 2020 (Kemdikbud, 2020b), which has pushed teachers and students to interact digitally offsite. However, home-schooling has never been a mainstream topic in Indonesia's national education (Shofan, 2020). The shift to online learning itself became questionable because it was not well-planned and carefully designed in advance. Thus, at the beginning of the Covid-19 pandemic, it was more suitable to be considered 'emergency remote teaching' (Adedoyin & Soykan, 2020; Sumardi & Nugrahani, 2021).

As the teachers were unprepared for the sudden shift, an early national survey discovered that the lack of facilities, teaching management skills, and the digital device became significant obstacles to implementing the Study from Home policy (Kemdikbud, 2020a). Another follow-up survey five months later highlighted positive changes both teachers and students felt. Nevertheless, online teaching was still considered ineffective (Kemdikbud, 2020c), including in primary schools.

Several studies revealed challenges faced by primary school teachers. Through a semi-structured interview, Rasmitadila et al. (2020) found that primary school teachers in Indonesia faced challenges related to technical issues, ineffective student conditioning, student low

engagement and motivation, and having no prior online teaching experience. Another study identified other challenges related to restricted instructional strategies, lack of e-resources in the Indonesian language, and time-consuming assessments (Putri et al., 2020).

Among primary school subject teachers, religious education teachers might face more challenges in implementing online teaching. Reflected in the name of the subject 'Pendidikan Agama Islam dan Budi Pekerti' (Islamic Education and Character), this subject aims not only to develop knowledge but also to develop the character of the students. However, research is still limited to the discussion on the e-learning implementation (Syahfitri et al., 2020; Yusuf et al., 2020), use of media (Jaelani et al., 2020; Muslimah, 2020) and teaching practices (Iswanto et al., 2021). The teachers, who are the main actors, receive a lack of attention. Meanwhile, to be able to conduct the lessons successfully, the teachers are required to adapt quickly so they can meet the lesson objectives. This study aims to capture the religious education teachers' adaptation experience throughout the Covid-19 pandemic.

Seen from a broader perspective, previous studies have highlighted the patterns of adaptation towards change in various circumstances. These include cultural adaptation (Oberg, 1960) and teachers' adoption of information and communication technology (for example, Lloyd & Yelland, 2003; Mevarech, 1997). Similarly, in these models (Mevarech, 1997; Oberg, 1960), the adaptation experience is represented in a U-curve, indicating that individuals face a negative experience before reaching the state of being adapted. Theoretically, adaptation as a socio-cultural phenomenon may pertain to various socio-cultural phenomena such as entering a new school, a new working place, a new life (as husbands and wives),

and a new religious group.

The nature, process, and phases of adaptation are deemed more difficult when people enter situations characterised by socio-cultural characteristics different from their own, such as when living or studying abroad. When entering new ways of learning, including using online platforms such as Zoom and Google Meet due to the Covid-19 pandemic, the same school teachers and students, without moving anywhere, might also encounter various unprecedented obstacles that they have to adjust themselves to the new learning condition.

Since the Covid-19 pandemic is a new challenge in the learning process, there have been a relatively few studies on educational adaptation on the part of elementary school students and teachers, let alone in Indonesia. The adaptation of teachers in charge of religious education at the elementary level during the Covid-19 pandemic is even scarce, if not inexistent. Based on this justification, this study explores the nature of adaptation encountered by teachers who teach the school subject of "Islamic Education and Character" in the Mutiara Bunda Elementary School in Bandung.

METHOD

A qualitative approach was used in this study to explore and understand the teachers' adaptation process throughout the Covid-19 pandemic. This is a sort of phenomenological study which enables a relatively small number of study subjects. As Duke recommends, the study can take three to 10 subjects (Creswell, 2013). Similarly, Braun and Clarke (2013) suggest that three to six interviews are considered acceptable to carry out a phenomenological study aiming to unravel the subjects' experience, understandings and perceptions. Hence, in this study, the researchers interviewed four subjects as elementary school teachers to delineate

their perceptions and experiences in adapting to the new way of teaching, that is, using the digital platform. The reason for choosing these research subjects was mainly because of their willingness to be interviewed for this study.

Interview, as a qualitative approach, was chosen as the method to answer the research questions for various reasons. The data generated from the interview enabled the researchers to gain rich data capturing the research participants' personal experiences. In addition, it also enabled the researchers to understand the context of the challenges they faced since they expressed their views using their own words. Additionally, the in-depth interview offered an opportunity to understand the participants' perspectives, considering that each individual might have different perspectives due to previous experiences that might influence them (Flick, 2014).

The approach involves emerging questions and procedures, collecting data in the participants' setting, analysing data inductively to build general themes, and interpreting the data (Creswell & Creswell, 2018). More specifically, data was gathered in Mutiara Bunda Elementary School in Bandung, an inclusive private school with religious education at its core. The reason to choose this school is that it represents high-quality private schools favoured by parents due to its high-quality education prioritising religiosity. However, they have to pay relatively expensive school fees. In other words, parents want their children to be well educated not only intellectually but also emotionally and even spiritually.

The purposive sampling technique was employed to 'generate insight and in-depth understanding of the adaptation process, as suggested by Patton (Braun & Clarke, 2013). In-depth interviews and introspection were conducted online in

2021 with four Islamic education teachers across grades: (1) HR, female, 1st and 2nd grade Islamic Education teacher with ten years of experience in teaching; (2) RD, female, 2nd and 3rd grade Islamic Education teacher with three years of experience in teaching; (3) AB, male, 4th and 5th grade Islamic Education teacher with two years of experience in teaching; (4) AZ, male, 6th grade Islamic Education teacher and teaching team coordinator with ten years of experience.

The semi-structured interviews were conducted one-on-one through a video conference platform lasting approximately forty to seventy minutes each. Several open-ended questions were explored, including how the teachers felt when the Covid-19 pandemic just hit, how they navigated through it, and the challenges they encountered. After taking part in the interviews, the participants received compensation for the data credits used.

After the interview recordings were transcribed, thematic analysis was used to identify themes and patterns across the datasets. The thematic analysis offers flexibility (Braun & Clarke, 2013) and involves data exploration based on relationships, commonalities, and differences across datasets (Gibson & Brown, 2011).

RESULTS AND DISCUSSIONS

The term adaptation is often associated with the term acculturation or adjustment. Each term might be similar or different, depending on who defines it. The researchers use the term adaptation as a being analogous to acculturation, which might include several different phases, although the process does not have to occur across cultures. Following Berry (1997), the researchers contend that, basically, adaptation experiences would differ among people. This occurs as an effect of group-level and individual
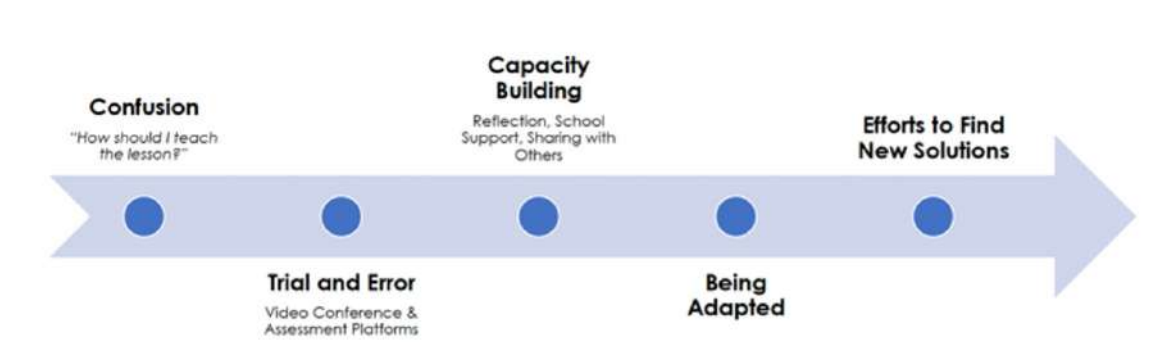
FIGURE 1. Stages of Adaptation

moderator variables prior to or during adaptation, such as demographic variables (ethnicity, gender, age, and religion) and cultural differences or expectations.

After analysing the data, five themes emerged as teachers' adaptation stages during the Covid-19 pandemic. These stages include confusion, trial and error, capacity building, being adapted, and efforts to find new solutions (see Fig. 1).

Stage A: Confusion

The research participants had mixed feelings while describing their first reaction during the pandemic. Most of them felt it was challenging since they had never faced it. They used words and phrases such as 'quite tough', 'really really tough', 'sad', 'Oh, is it real?' and 'challenged' to describe their experiences. However, a participant also felt 'awed' as she was amazed by the power of Allah that the Covid-19 pandemic happened and could stop things from running as usual.

Although the participants' feelings varied, the first stage was characterised by 'confusion'. During the first week of shifting to online teaching and learning, all teachers across grades had the same concern 'How should I teach this [the material]?' They were thinking about what method to use, whether the students would enjoy it, and how it would reach the learning aims effectively.

'I did not know how to deliver all the lessons to the school children based on the abundant curriculum. There were so many objectives. How was it possible to achieve the objectives? I was confused.'—RD

'[…] As far as I know, in religious teaching since the era of the Prophet Muhammad, the angel Gabriel directly descended to meet with the Prophet. At the time of the Prophet, the time of the Prophet's companions, and until recently, teaching has been conducted off line, based on direct and face-to-face interaction. Now we have to teach online. Deep in my heart, initially, I felt panicked because I had these questions: How do I have to teach? What is the method? Will the teaching process be effective or not?'—AZ

'[…] It was rather tough. Although we have taught in many ways, the student learning process has remained one way, because it is using one screen. […] To be honest, in the beginning it was very difficult, I mean, to ensure whether the children were happy and the class was fun during the online learning.'—AB

The general learning aim of Islamic Education was to instil not only Islamic knowledge but also values and practical

applications. The aims for lower grades (1st to 3rd grade) focus more on concept familiarisation and habit building, such as establishing prayers, making ablution, and eating manners. On the other hand, higher grades (4th to 6th grade) focus more on critical thinking and case studies, for instance, on manners towards parents. They should appreciate differences in many dimensions such as skin colour, race and opinions and are more encouraged to express their opinions and the right way they behave if they encounter such differences.

In order to reach the learning aims, the school system incorporates a student-centred active learning method. Before the pandemic, games, storytelling, discussions, videos, presentations, singing songs, role plays, and crafting, were generally used as interactive delivery methods. Unfortunately, when the pandemic hit, not all of these methods could be shifted online. Thus, the teachers needed to figure out new ways to reach the learning aims using different methods.

Despite sharing the same concern in the interviews, the degree of concern for HR, as the first-grade teacher, seemed to be more than just figuring out appropriate delivery methods to reach the learning aims. She explained that first-grade students had limited concentration. She also faced a different challenge as her students were not familiar to primary school systems beforehand:

> *'Actually this was a challenge, especially for students of Grade 1, especially because they had not yet entered a school. However, suddenly they had to attend the lessons online. Yes, it was a challenge for me to deliver the lessons and to make the students enthusiastic to follow this model of learning.'*

Besides the above challenges, the confusion faced by the first-grade teacher was also about how to deliver instructions because the students could only grasp straightforward instructions.

Stage B: Trial and Error

After facing confusion as an initial response, the participants tried their best to "survive" and go through the semester. Online learning had become the default mode since the government policy to stay and work from home lasted longer. The school responded by creating general guidelines for conducting the teaching and learning process. All participants tried various strategies at this stage, including exploring different platforms, delivery methods, and assessments. Without prior knowledge of effective online teaching and learning practices, the teachers learned that most of their teaching attempts did not work. The teachers' trials and errors include trying video conferences and assessment platforms.

Trying Video Conference Platforms. The platforms used during the first few months of the shift were frequently changed. Zoom, Jitsi, and Google Meet were used interchangeably as each platform has its limitation. Consequently, all teachers had to learn to operate these technological applications. Although all the participants eventually managed to operate basic features of the video conference platforms, some faced problems related to delivering engaging lessons.

> *When [I'm teaching] online, [...] at the very beginning, I'm really stuck. What can I do other than sharing my screen and explaining? Sharing the PowerPoint Slides. I'm just sharing my screen, and then explaining. It's just like that. —RD*

> *At first, the children were lively,*

[before online learning] it was fun in class, right? But when they were [learning] online, they were silent, so I talked like a radio announcer, calling them but there was no response. That was the challenge. What is noteworthy, is this, [I thought of] how to make the children more lively [...] I mean when we're online, the children are willing to talk [...]—AB

In addition to online engagement problems, RD, a participant who lived at the foot of a mountain in the Garut Regency, faced another challenge related to network problems.

The first challenge was learning [...] online applications for virtual [meetings], such as Zoom, [Google] Meet, [...] Jitsi [...]. Well, but the problem is Jitsi, oh my, the network connection really has to be strong. [...] Well, I'm [accessing it] from my home. I have to look for strategic places [places with internet network coverage]—RD

Trying Platforms for Assessments. During the first months of online teaching and learning, student assignments were mainly collected via WhatsApp after the task instructions were delivered shortly through video conference platforms. Thus, the teachers had to clarify instructions via chat messenger and could not monitor what and how the students were doing during the task. The teachers also faced limitations in giving feedback as they did not know how far the students understood the instructions and materials. Assessments also became more problematic because of the heavy load of tasks received through WhatsApp, which caused the smartphone to be in an error state.

So, it's like, when the children were in the early stages of the pandemic, they sent assignments not through Jitsi. We only use Jitsi to explain about the assignments. [Then] the children work on it themselves. [When they are working on the assignments], they only ask via WhatsApp, that's it. Then, if the assignment has been sent, oh, [if] the result is correct, it means that they understand how to do it. But if [they do] not [understand], we send a chat through WhatsApp.—RD

Well, I felt like I'm really stuck. I felt that because there were many children. All of their assignments were received through WhatsApp which made my cell phone's memory capacity really full. Especially when you receive the assignments. Because I'm [handling] 6 classes, right, 130 kids, so that was quite a thing.—HR

After one semester had passed, a whole-school evaluation was conducted. As a result, the main platform used was changed to Google Suite. This meant that Google Meet was used as the main video conference platform while Google Drive would be used for compiling assessments. However, the lower grade teachers faced difficulties in assessing student progress.

[When we] migrated to Google Drive, the [cell phone] memory capacity was full again. It even caused my cell phone to be in an erroneous state.—RD

Such as surah memorisation tests, it takes a long time, right, the duration for each child. Meanwhile, other children must wait. So, some assessments required a longer time to be conducted, but there wasn't

enough time.—HR.

The whole-school evaluation also changed the mode of learning from mainly asynchronous to synchronous learning from 7.45-13.30 WIB (Western Indonesian Time). One research participant described it as 'it has started to be enjoyable' not only for the teachers but also for the students although it was 'more exhausting'.

Stage C: Capacity Building

As the trial-and-error phase continued, the research participants entered another stage, capacity building. At this stage, the participants gained more knowledge and skills in using various platforms to engage students. Based on the interviews, the capacity building consisted of reflection, school support, and sharing with others.

Reflection. Some teachers indicate that their practice improved as they reflected on their experience. They analysed the challenges they faced and started to come up with strategies to tackle them, as captured in these comments:

I tried [some strategies] so I learned [from it]. Oh, something was lacking from what I did yesterday. So, it was because of that experience as well that I finally found effective strategies—HR

When the new academic year started, I had to discuss a lot. How could it work? Oh, first, before learning, we try to trigger them with games, it could be directly from YouTube, or talking about issues that happen frequently. So, at the beginning of the lessons, I often joke with children, so it's like having a chat—AB

School Support. Besides the teachers' reflection, capacity building was also supported by the school's facilities. The participants explained that the school provided teachers with internal and external professional development opportunities. The internal opportunity came from sharing sessions, in which more digital literate teachers shared their knowledge and skills. On the other side, the external opportunity was given to several teachers to participate in online workshops held by another institution. Thus, these workshops helped the teachers to conquer previous challenges concerning delivery methods.

The school responded quickly, to handle confused teachers like me. So, at that time, there were practical activities. We had a kind of training on how to operate […] for instance this application, this application, and this application.—RD

Training programs were conducted, so the children would not get bored during online learning. One of them was through games, such as introduction to online games.

Sharing with Others. Teachers also independently sought information by asking other teachers personally, including their colleagues. They gained insights on which platforms to use.

For an application, it was tried out with the children. For games, sometimes I try to search for them myself. I explored them myself as well. And sometimes we share [information and experience] with other teachers. [I said], 'Hey, try to use this [application], try to use that [application].'

It seems that reflection, school support, and sharing with others helped the teachers to move to the stage of being adapted, as they started to put their new

knowledge and skills into practice.

Stage D: Being Adapted

After experiencing online learning for several months and having a chance to develop their technical skills, the teachers finally entered the stage of being adapted. At this stage, the participants already knew the "pros and cons" of using a specific platform and focused more on choosing appropriate ones to reach the students' learning aims. They mentioned using various platforms, including Padlet, Wordwall, Quizizz, and Google Form. As the 4th and 5th-grade teacher, AB, for instance, described his strategy to increase participation in his class, especially for silent students.

> *How can the material, which I want to convey, be grasped by the children without me talking. Because if I talk a lot, I don't know whether the children are listening or not, right, because there's no response at all. That's why I tried to design the materials using technology. For example, first [..] I know there's an application called Wordwall [...] and also Quizizz, it's common, and Padlet too. So, one of the things I did was [designing] how the material I wanted to convey could reach the children in a way that the children themselves all responded. I don't want the same student to respond again and again. I want everyone to respond. That's why, when the material is made in digital form, like Wordwall, Padlet, even like Google Form, I hope that for people, or for children who have difficulty speaking, at least they are active through writing. So even if there is no word coming out of their mouth, at least there is their writing.—AB*

RD, stuck at the beginning, also found alternative methods to deliver materials and increase engagement for second and third-grade students.

> *Like, for example, when I want to present material [...] what's the best way to deliver it, should it be through watching [videos] or presentation, it's about the method [...] through playing games. I figured out, oh, during the pandemic, it's difficult to do a role play activity, so whether we like it or not, besides explaining, giving slide presentations, support is given through watching videos. Alhamdulillah, there's a lot in YouTube, and it is credible because it has been sorted out by the school.*

> *I'm finding something like this, but [...] I'm still learning, it still needs to be more in depth. Now, for example, there is one class that is really silent, is it because the children are all quiet, or is there another reason? Well, finally, I gave them an asking-question ticket, for instance, one child has to write whether a question or feeling in Padlet. They can write directly, so they use an application, and we know from that.*

HR, who once faced difficulties in handling first and second-grade students' assessments, had also managed to choose short videos as an alternative media instead of assessing the students directly during video conferences. Besides, she also figured out strategies to prepare the first graders to learn.

> *I chose learning adab (etiquette) as the first topic to introduce because it serves as a lock [...] similar to an agreement at the beginning. The main thing is, the etiquette*

has to be cultivated, because it is going to have an impact on time effectiveness.—HR

As the teachers already had a repertoire of various applications that could create engaging lessons, they were already comfortable in conducting the teaching and learning process online. They also expressed that online learning was already enjoyable or manageable.

Now I feel stable. I am prepared although this kind of teaching will take a long time [...] I myself have enjoyed this long distance learning atmosphere which was seemingly tough at the beginning—AB

Praise be to God, I have adapted myself to the existing technological tools [...] I am still learning to discover the way to make the students interested in learning, albeit online—RD

Additionally, another teacher expressed that she was able to face the difficulties 'because for me teaching is not just a profession, but a service […] I hope it will be part of […] amal jariyah'.

Stage E: Efforts to Find New Solutions

At this stage, the research participants realised that although the transition to online teaching and learning could be managed in general, they still needed to find solutions to other problems that emerged. Online learning is not a panacea and cannot replace face-to-face communication in learning, as the applications had their limitations.

Higher grader teachers were facing the issue of low motivation from the students, which manifested in the action of turning off video cameras during classes, and inadequate responses.

Many children set the camera off. There are even children who play online games during the online learning session, because they feel bored –AZ

Apart from handling low motivation students, a higher-grade teacher's difficulty was facilitating group discussions as Google Meet had limited features.

If it's face-to-face, it's more convenient to make groups as discussion forums. We know very well what the children are doing in class when they participate in the learning process. During the pandemic, we can't divide [them] into groups because of the limitations of the applications we use.—AZ

Conversely, lower-grade teachers did not seem to face the same problems. The problem for these teachers was the proper delivery method for transferring not only knowledge but also values, which would be better delivered through face-to-face communication.

So there are topics that would be better if they are delivered offline [...] for example, prayer, and akhlak.—HR

In addition, the way of assessment was still problematic. For example, assessing how to do the prayer was still challenging through videos. Besides, there were times when the students were helped by their parents or caught cheating. Therefore, the assessments did not represent the student abilities. The teachers have also thought about efforts that they will make in the future to handle the problems, such as upgrading IT skills, having more technical support, and not

only attending but also creating a forum for sharing problems.

The findings of this study show that the Covid-19 pandemic affected the Islamic education teachers in SD Mutiara Bunda. Overall, after one year of shifting to online teaching and learning, the teachers managed to adapt to the use of the digital platform in developing their students' character. However, there were ups and downs throughout the process. Similar to the pattern of adaptation, when new technology was integrated in the curriculum (Mevarech, 1997) it involves a decline in performance before overcoming the difficulties. In this research, the participant teachers went through five stages of adaptation, including confusion, trial and error, capacity building, adaptation, and efforts to find new solutions. However, each stage is transitional and is not clear cut. If a particular stage has started, it does not mean the previous stage has stopped.

Confusion as the teachers' initial response was not surprising since they were unfamiliar with online teaching. Indeed, designing an online pedagogical strategy is difficult (Sun, 2011). It became problematic at the beginning of the Covid-19 pandemic as the teachers lack references and role models to navigate the situation. Moreover, they were teaching primary school students, who are considered not fully capable to conduct learning independently (Afriansyah, 2020).

As the teachers moved to the trial-and-error stage, the significant challenges faced were related to technological mastery, delivery methods, and assessments. This resonates with challenges other primary teachers faced in Indonesia (Putri et al., 2020; Rasmitadila et al., 2020). Previous research had mentioned difficulties in delivering Islamic education materials related to practical activities and moral related content (Iswanto et al., 2021;

Susanti, 2020). However, in this study, this difficulty was more profound in lower-level teachers, while higher-level teachers put effort to overcome the challenge of transferring moral-related content though discussions.

An important finding was that reflective teaching, school support, and sharing with others contribute to the state of being adapted. Reflective teaching helps teachers to handle situations of ambiguity and confusion (Shanmugavelu et al., 2020) as they can analyse their practice, for instance when they tried different delivery methods. This cyclical process enables teachers to continuously monitor, evaluate, and revise their practice (Pollard, 2018). In addition, the school's support in upgrading facilities and providing training programs was also shown to smoothen the adaptation process, which plays a significant role during adaptation. This is consistent with previous research (Afriansyah, 2020). Interestingly, one of the teachers talked about her teaching perspective (teaching as a religious service or amal jariyah) which seemed to help her to cope with the challenging situation. Having a sense of meaning promotes resilience (Park & Slattery, 2013), which is critical for teachers to strive (Kangas-Dick & O'Shaughnessy, 2020).

The teachers who are in the state of being adapted seem to be more creative and innovative in designing their courses and delivering their lessons. This positive Covid-19 pandemic impact is also seen in other primary school teachers in Indonesia (Lestari & Gunawan, 2020). However, although the teachers finally entered the stage of being adapted, several problems still occurred, including low students' motivation and group interaction limitations. This was not surprising since weaknesses and barriers of online learning were described in previous literature (Muthuprasad et al.,

2021). In addition, teaching practical activities and transferring moral-related content was still an issue for lower-grade teachers after over a year of online learning transition.

CONCLUSION

In general, this study gave a glimpse of the adaptation experience of Islamic education teachers in the Mutiara Bunda Elementary School in Bandung due to the Covid-19 pandemic. More specifically, it explored the process of adaptation experienced by four teachers in charge of teaching the subject of Islamic Education and Character. The adaptation consists of five phases: Confusion, Trial and Error, Capacity Building, Being Adapted, and Efforts to Find Solutions. Each phase is characterised by a set of the typical learning process, albeit still overlapped with the previous phase and the subsequent one. The researchers found out that the adaptation process is more or less flat as seen in the diagram above, without the research participants experiencing extreme or critical phases.

The study revealed that regardless of the sophistication and mastery of learning technological tools, the research participants felt that face-to-face communication is far more effective than digital communication. The digital learning platform turned out to make the students less motivated in the learning process aiming not only to transfer knowledge to the students but also to develop their character. Indeed, human character development will be more feasible if the students meet their teachers in social natural environment where the teachers can set good examples through their behaviors which can directly be observed and emulated by students. Apparently, the teachers need to further develop their knowledge, creativity, and skills in using digital tools to make the students more enthusiastic in the learning

process. By so doing, the students will pay more attention to the learning material without setting the camera off. Seemingly, teaching students at the elementary level is a more significant challenge compared with teaching those at the secondary level, let alone at the tertiary level.

Although this study does not aim to make generalisations, the researchers suggest that different studies be conducted to unravel the adaptation process experienced by teachers in charge of different school subjects, and teachers in charge of the same or different subjects in the higher levels (Above Grade VI) and different schools. Other researchers may also employ different research methods to unravel learning obstacles through the digital platform and find out the impact of the digital learning tools on both the teachers and the students, even by conducting deductive (quantitative) research employing inferential statistics.

Meanwhile, the researchers also suggest that the school under study have a research and development department to monitor timely effective online learning methods and character education; maintain school support; and initiate discussion forums with other Islamic education teachers.

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Family Communication in Committing the Impact of Pornographic Content in Games Online and on Youtube

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Abstract. *Currently, exposure to pornography in children threatens various sides, ranging from relationships to the media. The threat of pornography in mixed media is a reminder for families to be able to pay special attention to children. Meanwhile, children represent demographic growth that will help create national resilience, and this is where the role of the family is needed in protecting and educating. The research used a qualitative approach with a phenomenology method by collecting data through interviews and getting additional sources from news in the newspaper. The subject of this research is communication in the family, and the object is pornographic content. The results of this study aim to show the importance of building family communication to ward off the onslaught of pornography on children. Family communication based on Islamic values is effective as an antidote to even the most widespread information epidemics, such as the epidemic of antagonistic pornography on children. Based on this research, the author initiated a communication pattern in the family, which can be divided into three stages, namely the form of directions, actions, and invitations. It is hoped that there will be an effective communication pattern between children and parents based on Islamic values.*

Keywords: pornography, communication, media, and children

INTRODUCTION

The challenges of parenting in the digital era are getting bigger. The existence of the media creates opportunities for the presence of harmful content displayed; one of the most related points is pornography. The rate of development of technology and mass media presents new motives for pornography, some of which are pornographic media, action porn, sound porn, and text porn. Pornomedia is a series of activities involving sexual objects that are shown clearly to the audience, such as pornographic images or videos published in the media, whether in the form of print media, the internet, VCDs, and so on. Pornoaction is an act of protrusion of part or all of a vital body member or the action of body movements, whether intentional or unintentional, to increase the audience's sexual arousal. Good porn is speech, sentences, or sounds conveyed by a person or group of people, for example, in the form of seduction to provide depictions and sexual stimulation to those who hear. At the same time, e-porn-text is a work written in the form of a story script and packaged in various versions in detail and vulgarity. The records include song lyrics, comics, or other pornographic books to create a theater of the mind for the audience, namely a realistic impression so that the audience becomes passionate about the sex objects displayed.

Margaret Aliyatul Maimunah, Commissioner for Pornography and Cybercrime, Indonesian Child Protection Commission (KPAI), appealed to the public to be more careful with the use of

social media in the country. The reason is that pornography and social violence is the most common causes of children in cyberspace, which are now the main problems in the digital era. (http://www. kpai.go.id). Of course, this issue becomes a challenge in efforts to protect national security because family parenting patterns can determine and reflect future generations' quality. The family has a significant position and role in instilling religious values during the child's growth and development.

The Indonesian Child Protection Commission (KPAI) noted 526 child complaints related to pornography and cybercrime as of August 2020. This report increased from the previous year, which was 94 cases. Most cases in children are related to pornography, with as many as 348 points. The following issue with the most cases of children becoming victims of online sexual crimes was 89. Then children were reported as victims of pornography from social media 44 patients and bullying from social media in as many as 33 points (https://databoks. katadata.co.id). Until now, porn media has penetrated online gaming networks and YouTube channels. Online games that we know, apart from causing eye damage due to radiation from the device, have other dangers that parents need to know. The Indonesian Child Protection Commission (KPAI) commissioner, Putu Elvina, said that pornographic content had entered online games that children usually play. "About 30% of children appear to be perpetrators of sexual crimes due to the pornographic content they enjoy" (Jakarta, 2/4/2019). Seeing this, KPAI is responsive to select online games before Indonesian children can play them immediately. On the other hand, the chairman of KPAI, Susanto, has not been able to determine the number of online games with harmful content, but he has been able to confirm that the quantity is not small.

One of the most striking cases of pornographic acts in online games is the Free Fire game. The Directorate of Cyber Crime of the Criminal Investigation Unit of the Indonesian National Police revealed that there were cases of sexual crimes targeted at underage girls through this online game. This case was told by the report of the victim's parents, who were in Papua, to be followed up immediately on 22 September 2021. Some of the findings from the victim's parents were in the form of pornographic content, immoral conversations, to invitations for Video Call Sex (VCS). The victim's parents revealed that the perpetrator initially used the mode by luring the victim with many diamond gifts. Diamonds in the Free Fire game are a premium medium of exchange to optimize the appearance and performance of the game's players, including buying characters, strengthening weapons, and getting other premium rights. Perpetrators promise 500-600 diamonds to the perpetrators; the price of one diamond is around 100.00, which attracts underage victims.

The second media that contributes the most to pornographic content is YouTube. YouTube makes it easy for users to access and share content easily. Porn images and videos on YouTube will usually stick in the brain for a long time, so it is difficult to disappear from the minds of children and teenagers. The acts of sexual harassment that occur among high school students, in particular, are heavily influenced by the YouTube content they watch. Today, not many parties care to provide nutritional information related to sex to children and adolescents; even many parents feel it taboo to talk about this because of the ineffectiveness of communication within the family. Concrete evidence of acts of sexual harassment due to YouTube viewing is the 5-year-old victim with the initials

HY whom the 13-year-old actor sexually assaulted with the initials AK. They are both neighbors and residents of the village of Petapahan Jaya, Tapung District. The perpetrator did this dirty thing three times by learning about it through negative videos on YouTube. From this case, it can be seen that consumer protection for minors, communication, and parental supervision are critical.

It is undeniable that children represent demographic growth that wants to support the creation of national resilience. The National Population and Family Planning Agency (BKKBN) collected data that in 2015 the number of children aged 16-20 was 66 million people, or about 25% of the total population of Indonesia (BKKBN, 2016). The data shows the potential of generations that must be prepared to develop Indonesia in the next 10–20 years. If the family succeeds in educating today's children to express their youth's passion positively, a quality generation will be formed in the future. Because the family is the first school for children to develop and recognize their environment, children can know their identity as social beings who continue to progress (Manado, 2015).

Opportunities to develop human resources will be in vain if addicts trap the current generation with pornographic content that can degrade morale. According to Haryatmoko (2007), pornographic content can interfere with the psychological disorders of children and adolescents, thereby increasing sexual arousal and behavioral disturbances that endanger themselves and others. Exposure to pornography has raised concerns, given the potential risks to adolescent development (Andrie et al., 2021). The family, as the front line, has an essential role in protecting children from the onslaught of pornography. Children can be manipulated and coerced into pornography because their minds are vulnerable, flexible, and impressionable. Therefore, when children see pornographic images, they are stored in the brain as new emotions and information (Kastleman, 2016).

Research on the effects of pornography has been done several times. From the results of the synthesis that has been carried out. Several similar studies include Tito Ramadhani's research on Violence and Pornomedia in the Pesbukers Comedy (Analysis of the Content of Violence and Pornomedia in Television Shows in the Pesbukers Comedy Program on Antv for June 2012), Dara Datita Ginting's research. Furthermore, Made Rustika about the role of self-control and the intensity of accessing pornography on the premarital sexual behavior of middle-aged adolescents at SMK N 1 Denpasar, Trinita Anggraini's research on the Impact of Pornography Exposure on Early Childhood, and other studies. From the various studies, there are more discussions about efforts to influence pornography exposure in the media. Still, not many have seen how communication in the family is formed. Based on the description above, this research will focus on the question: How to build effective communication in the family to counteract the influence of pornography on children?

METHOD

This research is a type of qualitative research. The study used is a qualitative research approach with a phenomenology research method. Paradigm is one way to understand the complexity of the real world. This research adopts a constructivism paradigm. A logical, empirical methodology characterizes constructivism in a broad sense and an invitation to apply the model to human studies. The constructivist view is that humans do not discover or acquire knowledge but build and shape it

(Denzin, 2009: 156). Data collection techniques using documentation and literature study. As for completing the data, researchers conducted interviews with experts to get views according to the topic being researched. The resource persons in this study included Mastia Lestaluhu, S.Sy., CPSM., CHC., MA, a hypnotherapist, Rosdiana Setyaningrum, MPsi, a psychologist and RH for children's families who were exposed to pornography in the media.

RESULTS AND DISCUSSION
Family Problems in the Global Era

A family is a group of people related by blood or marriage. The personality and habits of children can be seen by the parenting provided by the family because the family is the first field of education, and parents are the educators (Fatmawati, 2016). The lack of disclosure of information by the family, either parents or children, indirectly expands the opportunities for deviations. According to Rosnandar, communication in the family is the process of delivering messages that have a persuasive function in influencing or shaping the child's character following the messages spoken by both parents (Dewi Pingkan Sambuaga, A. Boham, 2019).

There are at least two fundamental reasons for the importance of family values. First, the family is the first environment that will provide the basis for children's future growth and development. Second, in an era marked by social change and rapid technological progress, individuals need shelter to provide a sense of security (Setino, 2011). Discussing pornography cases is essential to maintaining national security. According to Pranowo, national resilience is a condition of social dynamics that includes all aspects of life integrated to support national resilience against all threats to realize shared ideals (Pranowo, 2010). Therefore, it is necessary to have

the role of the family in supervising the onslaught of pornography.

The threat of pornography in various media is a reminder for families to be able to give special attention to children. It is because children and adolescents are the most vulnerable subjects to be exposed to the dangers of pornography. This case is clearly illustrated in a study written by the National Commission for Child Education in 2007; the fact that 90% of 4500 teenagers in 12 big cities in Indonesia have watched pornographic films is heartbreaking (Haidar & Apsari, 2020). At the same time, a nation's future faces influenced by the good and bad of its condition (Soebagijo, 2008).

Internet networks have succeeded in opening the world's barriers and facilitating the flow of information without any filtering; this impacts the rise of pornographic content in the media (Ardina, 2021). Researchers have compiled news related to pornography cases in Indonesia, including:

a. Cases of child pornography through the internet are 21%, pornographic CD objects are 15%, and victims of sexual violence via the internet are 11%. Meanwhile, children who have pornographic material touch the percentage of 24%. (www. cnnindonesia.com).

b. The police stated that there are hundreds of children who have the potential to become victims of online pornography cases. A Facebook group called Official Candy's Group, managed by Polda Metro Jaya revealed that there were around 500 videos and 100 photos targeting multiple victims. (www. Republika.co.id).

c. Chairman of the Indonesian Child Protection Commission (KPAI) Susanto said the results of the KPAI national survey on the Covid-19 pandemic situation showed that

22 percent of Indonesian children still saw disrespectful shows. These rude shows include shows or content containing pornography and other things not in Indonesian culture (https://national.kompas.com).

The above reality should alarm the government and families that Indonesia is experiencing an emergency threat of pornography. Islam, as a religion of rahmatan Lil Alamin, has provided guidelines in the Qur'an regarding the crucial meaning of keeping one's views to avoid the dangers of pornography. Allah S.w.t said:

> 'O Prophet!' Tell the believing men to lower their gaze and guard their chastity. That is purer for them. Indeed Allah is All-Aware of what they do. And tell the believing women to lower their gaze and protect their purity (Q.s. Al-Nur [18]: 30-31)

M. Quraish Shihab in Tafsir Al-Misbah writes that the word *yaghudhdhu* is taken from the word *ghadhadha*, which means reducing or subduing. What is meant is to divert the direction of view and not set it to something that is not good for a long time (Shihab, 2002). Meanwhile, in Tafsir Al-Qurtubi, written by Al-Qurtubi, he interpreted that sight is the key and the fastest sense to the heart. Therefore, vision often leads to many errors. In addition, eyesight must constantly be guarded against all forbidden things. Based on these two interpretations, it can be seen that maintaining one's view is an important thing that needs to be done, especially if the habit of seeing things that are inappropriate for a long time will have a significant impact (Al Qurthubi, 2009).

In the family context, awareness is needed to carry out supervision. It is in line with the research proposed by Barber et al. (1994) that parental control or management dramatically influences children's behavior (Luluk, 2018). Educational institutions, community agents, and even various government programs will not run effectively without the participation of parents. Parents are essential to any prevention program (Cope, 2007). Therefore, the active role of parents is needed. In the opinion of Marcia Lestaluhu:

> *Jika berbicara tentang pornomedia sebenarnya yang dititik beratkan bukan pada anaknya tetapi pada orang tua yang mengasuh dan mendidik.Tetapi sekarang bisa jadi orang tua memang hadir secara fisik tetapi secara jiwa belum tentu. Oleh karena itu, di tengah perkembangan zaman yang dipenuhi dengan perkembangan teknologi ini, secara tidak langsung menuntut para orang tua untuk hadir secara jiwa bukan hanya fisik saja. (Wawancara pada tanggal 25 Februari 2022).*
> *When discussing porn media, the emphasis is not on their children but on parents who care for and educate them. Nevertheless, it is possible that parents are physically present but not necessarily mentally. Therefore, amid an era filled with technological developments, it indirectly requires parents to be present mentally, not only physically. (Interview on 25 February 2022).*

In addition, it is also necessary to provide education about sex issues that parents convey so that it is not a taboo topic for children. In the opinion of psychologist Rosdiana:

> *Sebenarnya dari awal, pembicaraan antara anak dan orang tua terkait pendidikan sex itu*

harus terbuka supaya jika terjadi sebuah kasus, orang tua tidak bingung mengkomunikasikannya dan anak juga tidak bingung bagaimana meresponnya. Kalau dari awal kita memperkenalkan pendidikan sexsual yang baik mulai dari anggota tubuh bagian yang tidak boleh disentuh dsb dan apa akibatnya. Misalnya penyakit menular, adiksi dll. Maka perlu ada diskusi itu ke anak. Selain itu perlu juga ada pendidikan seputar relationship. Bagaimana kita saling menjaga dan menghargai. Nah itu bisa dilihat atau dicontoh misalnya dari orang tua. (Wawancara tanggal 25 Februari 2022).

From the beginning, the conversation between children and parents regarding sex education must be open so that if a case occurs, parents are not confused about communicating it, and children are not confused about how to respond. From the beginning, we introduced good sexual education starting from the body parts, parts that should not be touched, etc., and what the consequences would be—for example, infectious diseases, addiction, etc. So there needs to be a discussion with the children. In addition, there is also a need for educational relationships and how we care for and respect each other. Well, it can be seen or imitated, for example, by parents. (Interview on 25 February 2022).

Based on this statement, it is known that education is an important thing as a preventive effort. However, parents need to control their efforts if it has been exposed. In a study by Dr. Judith Reisman in her brilliant research, The Psychopharmacology of Pictorial Pornography: Restructuring Brain, Mind,

and Memory, Suberverting Freedom of Speech states that when an individual is exposed to pornography, these images do not pass through the brain's logical center but are directly stored in the Amygdala (Center for emotions in the brain). As a result, when someone is not ready to be exposed to pornography against their will and does not have the power to reject it logically, they will be very easily influenced. (www.drjudithreisman.org). Therefore, according to Rosdiana, several efforts can be made.

Jika sudah terpapar pengendaliannya disesuaikan lagi dengan usianya. Kalo belum seberapa parah kita bisa carikan lagi kegiatan yang dapat mendistract supaya anak dapat menemukan hal lain yang menyenangkan dan bisa mempertemukan dia dengan teman-temannya. Bisa juga olah raga atau aktiftas fisik lainnya. (Wawancara pada tanggal 25 Februari 2022).

The control will be adjusted again according to age if exposed. If it is not how bad it is, we can find more activities that can distract us so that children can find other things that are fun and can bring them together with their friends. Can also exercise or other physical activity. (Interview on 25 February 2022).

It is in line with the statement of families whose family members are exposed to pornography on social media.

Iya pernah. Konten pornografi ada dimana-mana Tik tok, yutub, webtoon, wattpad, game online bahkan skrg konten pornografi bisa dalam bentuk animasi bahkan tulisan biasa. Oleh karena itu saya coba ajak dia berkegiatan lain untuk meminimalisir pegang gadget. Misal dia suka olahraga sepak bola, daftarin dia sekolah

bola atau diikutkan grup bola. (Wawancara pada tanggal 17 Mei 2022).
Yes, I have. Pornographic content is everywhere, Tiktok, youtube, webtoon, Wattpad, online games, and even now, pornographic content can be in the form of animation or plain text. Therefore, try to invite him to do other activities to minimize holding the gadget. For example, if he likes soccer, register him for a soccer school or join a soccer group. (Interview on 17 May 2022)

After examining family problems in the global era, it turns out that three points are the source of family problems: psychological, economic, and educational; first, from a psychological point of view. Based on this information, it can be seen if one of the families who find their child exposed to pornography uses a way to shift focus so that the child is not always focused on the gadget. Today's humans seem to be the current generation who likes to enjoy various things instantly. Now, modernity has become highly exalted. The human need for gadgets is something that cannot be separated. Today's parents think that gadgets are the best solution for educating children. Using gadgets not accompanied by supervision will open the entry of harmful, pornographic content.

Second, from an economic point of view. Financial needs resulted in the demands of parents to work. Explicitly describes the presence of fathers and mothers who do more activities and mobility outside the home. According to Gurvender (2014: 585), Early parenting is the most challenging stage for working couples because of the influence of work pressure and family responsibilities. It affects the availability of time in the family. Lack of supervision and guidance

in choosing information can open up opportunities for teenagers to have harmful activities that their parents do not detect. Children become free to read the information that is not appropriate for their age without being able to distinguish whether the data in question is age-appropriate or not. Ultimately, this will affect adolescents' sexual and mental development. An increase in family income will increase pornographic behavior. Socio-economic conditions of the community affect children's behavior and the relationship between children and parents (Hardani, 2017).

They are third, viewed from the perspective of education. In a period of social change, there is a disparity between the period of rejuvenation of old parents and current conditions. Parents often use their childhood experiences as a benchmark for today's parenting, when in reality, many things are no longer appropriate and cannot be applied anymore if practiced today (Goode, 2007). Two things cause children to be curious and discover information related to sexuality: the lack of parental knowledge of media literacy and the importance of early education on sexual problems. It is undeniable that media literacy activities are directed as an effort to grow competence in entering the information ecosystem that already exists in a chaotic situation. Someone with information literacy skills can search for the information needed effectively, efficiently, and with quality (Subarjo, 2017). Data in text, sound, images, and graphics move in a circle from one communication channel to another relatively quickly and frequently (Taufik, 2020). It is undoubtedly dangerous when children find information independently from other sources without parental supervision because it will result in the child's misinterpretation of data. In addition, parents can also actively

participate in seeking and sharing information on social media. The phenomenon of parental education is rife on social media. Especially the YouTube platform and online games becoming a social reality further strengthens the premise that communication media for the New Media generation are developing and can reach the point of helping the wider community to empower themselves through the information presented (Ifadhah & Irwansyah, 2022).

Communication in the Family in an Islamic Perspective

Moving on from the various chaotic and messy, problematic families, the family has a strategic role in protecting their children from realizing national security. In the context of the problem of pornography, parents play an essential role in being at the forefront of efforts to learn national resilience due to three main factors, namely, demographic bonuses, the paradox of globalization, and the erosion of religious understanding. Parents are responsible for educating and sharing knowledge with their children. It is because humans are born in a state of nature and do not know anything. As Allah S.w.t said:

> *Furthermore, Allah brought you out of the wombs of your mothers while you knew nothing and gave you hearing, sight, and intellect, so perhaps you would be thankful. (Q.s. Al-Nahl [14]: 78)*

According to Al-Maraghi, Allah brought man out of his mother's womb by making him know what he did not know. Then from this ignorance, Allah gave humans reason so that humans could understand and distinguish between right and wrong, good and evil, and guidance or error (Maraghi, al-, 1992). Meanwhile, Wahbah al-Zuhaili in Munir's Tafsir explains that *fitrah* means empty and does not know anything. Humans are limited

in insight and knowledge. It is Allah who gives ability as sustenance so that humans can grow and develop into human beings as they are today (Al- Zuhaili, 1999)

God made the mind distinguish between good and bad things and valuable and not. The reason will be assisted by hearing to detect various sounds, sight to pay attention to all kinds of living and non-living things, and a heart that can consider what we are experiencing (1999: 192-195). This statement implies that humans are born in a state of ignorance. Its relevance to the context of educating children is that parents have a great responsibility to provide correct understanding. It is confirmed in the hadith narrated by Bukhari:

From Abu Hurairah, he said, "The Messenger of Allah SAW said, 'There is no child except he is born in a state of *fitrah*, then his parents make him a Jew and a Christian. Just as an animal gives birth (in a perfect condition), do you find it cut off (nose, ear, or otherwise)? Until you cut it yourself (Asqalani, al-, 2009) (HR Bukhari No. 6599). The hadith illustrates that humans are born in a holy state, then their parents will determine and guide children to a path, namely the right or wrong path. In the pornographic case portrait context, parents' role is essential to essentialize national resilience because of three main things: demographic bonuses, the paradox of globalization, and the erosion of religious understanding.

The first is the demographic bonus. In 2020-2030 Indonesia is predicted to experience a demographic dividend. At that time, it was estimated that the number of productive age workers was 70%, which had implications for the country's need for an intelligent generation that could refrain from negative influences to maintain national security stability. A study reveals that at the age of 8, a person's potential intelligence can reach 80%. Therefore, the role of the mother

as the first school (*madrasatul ula*) that provides knowledge to children is significant. Parents, one of whom is the mother, are responsible for guiding the motor, verbal, and social development process of children's adjustment (Yusuf, 2006: 38-39).

A mother must also be careful in acting in front of their child, especially when the child is still a toddler. Because at that age, the child's ability is still limited to capturing and imitating everything seen in the surrounding environment (Hartati, 2006). It is hazardous if children imitate what they see and hear without understanding the real meaning, so parents must be careful.

Nowadays, the perception that develops in most of society is that educating children is only the duty of a mother; even though, in reality, the father becomes an inseparable figure who will contribute an essential role in the growth, development, science, and emotions of children. In their research on child development, Robert I Waston and Henry Clay revealed that a child not cared for by his father during parenting would experience a limp story. It is reflected in declining academic abilities, hampered social activities, and increasingly limited social interactions (Dagun, 2011). In addition, a teenager who only grew up with a mother figure will tend to be more sexually active. It means the teenager will quickly fall into free sex if the father figure does not give special attention (Risman, n.d.). Therefore, it is necessary to synergize the roles of fathers and mothers in the family to prepare their children to become intelligent generations.

The synergy between parents will have a positive impact on children's development. The family is the main foundation in the stage of growth and development of children's souls and morals, including in the education of children in the future with the hope that someday they can become human beings who believe and fear God. Fathers and mothers serve as primary educators who are fully responsible for providing an understanding of noble character, style of language, attitude, and ways of making decisions from an early age (Briawan & Herawati, 2008). If children and adolescents cannot identify early on, pornography can stimulate their desire to have sex. Their behavior tends to be dependent, and they routinely consume pornographic content. However, if they understand this, they will immediately stay away from exposure to pornography (Leafio, 2015).

The second is the paradox of globalization. Globalization has succeeded in influencing the shift in the values of life. The media seems to have a magnet that makes people addicted by providing easy access to information, fun entertainment offerings, and unlimited connection with colleagues worldwide. It is what media entrepreneurs use to reap the highest profits. According to Haryatmoko, the media tends to display sensational or spectacular things that can then influence media people so that it is easy to present pornography (Haryatmoko, 2007). When the mass media uses porn media as an object of news and reporting processes, the pornographic information and news will be constructed very quickly as knowledge in the community (Bungin, 2005).

The third is the decline in religious values. In the current global era, interpretations arise to subcontract religious education to educational and religious institutions. Parents hold the central control to provide spiritual understanding to children. Parents have an essential role in delivering basic attitudes and skills, such as religious education, ethics, character, and compassion for others (Luluk, 2018: 8). According to Djubaedah, the main point that needs to be

considered in formulating the boundaries of pornography and pornography is the religious aspect because religion has unique teachings and determinations that can provide firm limits on the definition of pornography and pornography (Djuabaedah, 2003).

Hope for the development of Indonesia cannot be separated from the role of the family. The rush of information flow through communication technology warns about the importance of protection against various negative impacts caused by pornographic content. Morality in the family is the spearhead that will influence social strength and readiness in dealing with pornographic crimes via the internet (Angkupi, 2017). A family's strength is reflected in mutual respect, love, high commitment, positive communication, pleasant togetherness, good spiritual understanding, and the ability to manage stress and crisis effectively. In the current era of globalization and mobilization, the role of the family seems to be quickly eroded by various existing problems.

Several books and journals have revealed many ideas related to solutions for parenting and education patterns, but few have touched on it in terms of communication. In essence, quality communication can be one of the efforts to build an understanding of meaning between parents and children. Children's character can be reflected in the intensity of interaction and communication between parents and children in a family (Amirullah, 2021: 8). After all, communication is an essential element in maintaining family resilience (Euis, 2013).

Actions that are not good (Ammang et al., 2017). The solution that the author initiated in this study is an effective communication pattern. Besides the need to provide understanding to children regarding the rampant threat of porn media on YouTube account pages and online

games, parents also need to communicate intensively and openly with children because intensive communication will affirm the message's meaning so that children feel deterred from doing so. Effective communication in the family will create harmony between children and parents and help children achieve success.

In the context of this communication, the primary thing that must be parents' main focus is the development of religious values. Fostering spiritual matters is a learning framework to shape one's personality extensively (Naim, 2011). This type of communication pattern is divided into three stages of communication. The author successfully proposed the solution from the inspiration of the stories of the prophets when communicating with their children, namely communication in the form of directions, actions, and invitations.

The first pattern of communication is the method of direction. The phenomenon that has occurred so far is that parents tend to be closed and do not want to be honest with their children about sexuality. However, the chances of adolescents performing sexual acts will be higher if the quality of communication between parents and children is low (Silalahi, 2010).

In this verse, three pieces of advice can be taken regarding the procedures for communicating between parents and children, among others, by calling, providing information, and making decisions (Kementrian Agama, 2011). first, the way the Prophet Ibrahim called the Prophet Ismail with the word yâ bunny, which means O my son. If examined, nowadays, it is tough to find parents calling their children affectionate. Now, loving calls are more often heard in interactions between friends or other people who are not married or even not blood-related at all.

Second, the Prophet Abraham used the communication method by providing a detailed explanation of an incident. Prophet Ibrahim gave logical reasons and conveyed information calmly even though it contained a heavy or sad message. This attitude should be a real example for parents in communicating various problemsSuppose it is relevant to the current context. In that case, several parents forbid their children but are not accompanied by an explanation of the impact, so children rebel to find out independently. In fact, according to India (Indriati, 2014), if children are not provided with reproductive knowledge by their parents from an early age, they will be more curious and look for information on the internet without parental supervision; this is more dangerous from the mainstream media.

The third is related to Abraham's decision-making method. The story tells that the Prophet Ibrahim asked his son, namely the Prophet Ismail, regarding God's command to slaughter himself. When viewed based on the phenomena that occur, generally, the children are not involved in making decisions—for example, the time allocation problem for using a smartphone to play online games. Parents often give boundaries and prohibitions without asking for the child's approval and views on the pretext that parents know best. It will have implications for the attitude of children who eventually rebel and force them to look for other loopholes to keep playing with their gadgets. Whereas the existence of mutual respect and being a good listener is expected to be an early detection tool if there is a potential for pornography viruses that enter the family. Such is the directive communication method exemplified by the Prophet Ibrahim.

Next, the second communication pattern is communication in the form of action. This type of communication is done by giving real examples to children. To prevent the dangers of pornography, parents can teach their children to apply decisive actions, namely deterrence measures, if there are indications of threats from strangers related to sexuality. This kind of action is still rarely carried out on children because the issue of pornography is considered taboo to be discussed. In addition, the family should have a particular time to be able to talk to each other. There will be verbal and nonverbal communication when people gather in one place. Likewise, children usually speak about various things with friends or people around them, but some children only use gestures or body language to communicate (Inten, 2017).

Based on research from the Ministry of Social Affairs entitled The Impact of Media with Pornographic Content on Children, it was stated that some information about pornography was obtained from friends, relatives, and parents. They access pornographic content mainly through their cellphones/tablets, laptops, VCDs, television, comics, and at least magazines and books (Litbang Kementerian Sosial, 2018). On the other hand, the study also states that children see the most pornographic content in their homes and at night. It should not happen, remembering at night family members are gathered at home, including parents. When the child is at home, the parents are fully supervised so that there is no opportunity for the child to be able to view pornographic content.

If the two stages have been carried out, the parents perfect the parenting pattern at the invitation stage. This invitation process will be more optimal if the parents have gone through the process of direction and action. Often parents stop at the action stage. The current phenomenon is that parents' response is often the child refuses. Usually, some parents lack patience, so when faced with

these conditions, harsh words come out. Though it certainly should be avoided. The author initiated the concept of an invitation to a critical stage to answer the problems in this paper. Therefore, by going through the three steps of communication that the author has formulated above, hopefully, it can be a solution to answer the existing problems to protect Indonesia's national security from various influences that can threaten the country's integrity.

CONCLUSION

Effective communication is essential in protecting children from the dangers of pornography in the media. Family is a critical element for realizing national resilience. The challenge of globalization in the form of increasingly widespread pornographic content, especially on the YouTube platform and online games, has become a whip for families to maintain communication between family members. Through effective communication, parents become aware of the problems faced by children so that children are not easy to find fun by surfing harmful sites on YouTube or online games. Through the guidance and understanding given by parents, children will grow up to be intelligent and wise human beings. Synergy and good communication within the family will be a strength in facing various unexpected changes and threats.

Islam has guided in building good communication within the family. Inspired by the method exemplified by the previous Prophet, the author initiated a communication pattern in the family which can be divided into three stages, namely the form of direction, action, and invitation. A concept that looks simple but is rarely appropriately applied to Indonesian families in the current era of globalization. It is important because the creation of good communication is expected to detect if there is a potential impact of pornography entering the family.

Efforts to change the paradigm of society require education and consistency from various parties to build awareness and improve quality. Therefore, the author recommends that several parties, including First for the government, be more assertive in regulating pornographic content on social media and mass media. Second, parents must allocate time and continue to build a positive and quality communication climate with children. It is intended as an effort to prevent the entry of pornographic content into the child's lifeline. Third, media entrepreneurs should be wiser in presenting impressions in the media, apart from various commercial interests that are always glorified. Hopefully, this simple article and the author's ideas can provide benefits and be applied in real life.

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Implications of Media Convergence in The Existence of Mass Media in Banten

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Abstract. *This article discusses how media convergence has implications for the existence of local mass media in Banten, seen by media convergence technology and at the same time transforming to change as digital media by reconstructing editorial policies, media organizations, and media management. This article uses a case study method on several online media in Banten, namely Bantennews.co.id, Kabarbanten.com, Satelitenews.id, and Sultan TV. This study concludes that the policy of media convergence amid competition and the growth of the mass media business is the right step in developing and maintaining the existence of mass media in Banten. Implementing a convergence strategy in various fields, including the transformation of editorial policy, has implications for mixing editorial and non-editorial duties with the aim of the equitable income distribution. Meanwhile, changes in the form of information content presented no longer prioritize local issues but rely on more general and viral issues. The research has decreased the number of traditional media audiences (television, radio, and print media) and decreased profits and claims. The gap between the media and the public is widening, so the mass media in Banten have thoroughly carried out the convergence steps towards online journalism.*

Keywords*: Mass Media, Media Convergence, New Media, Banten*

INTRODUCTION

The new media phenomenon begins with changes in the media in developed countries, where they also experience a significant process in line with technological developments. Peter Ludes explained this in the book Convergence and Fragmentation Media, which describes media changes in Europe. The emergence of a so-called European information and knowledge society is a multidimensional, non-linear, long-term process of shifting balances of disinformation and information, ignorance, and knowledge. In addition, media and culture-specific frameworks of evaluation and interpretation are also within it (Ludes, 2008). The concepts of convergence and fragmentation appear too static to understand this process adequately. Therefore, they should be replaced by converging and diverging trends, implying media and social changes and allowing for the unity of diversity (Ludes, 2008).

Meanwhile, in the United States, it precedes the popular media convergence model, namely "continuum convergence." Now the process of change is also entering developing countries, including in Southeast Asia, especially Indonesia. It is difficult to avoid the overwhelming flow of information through new media where information and new lifestyles are so easily spread and absorbed by each individual in a short time (Alfani, 2020). Changes in the form of mainstream mass media to online mass media have an impact on various aspects of the development and process of mass media (Prayogi, Sjafirah, & Dewi, 2020), both nationally and locally. Significant changes

were found in management, information content, layout techniques, language, and others.

The digital age affects the practice of journalism in many ways. Journalism in Indonesia also changes along with the development of digital technology (Putri, Hamdan, & Yulianti, 2017). Five trends characterize online media in Indonesia: Emphasis on speed aspects, Truth in the making, and Sensationalism tend to be a menu of the day. It is still Jakarta-centric, and online media in Indonesia often practice how public relations work and twist an issue (Fachruddin, 2019). These trends become the main points that the audience can use as a point of criticism in consuming online news (Hemmingway, 2007). The mass media in Banten eventually adopted this trend to stay afloat from mass media competition. The readiness of the mass media in Banten to the phenomenon of media convergence cannot be said to be maximal because these changes must be adapted to the lifestyle of the surrounding community, whether they are accustomed to accessing information online or persist with mainstream media forms. However, behind this, the local mass media must be able to adapt to the development of communication and information technology. Two choices must be faced first, following the changes and maintaining their existence secondly, surviving with conventional media forms but being eroded by change and loss in the competition (Ashari, 2020).

Based on this, the mass media in Banten eventually followed the flow of changes in various aspects in managing their mass media according to the needs of today's digital society. In the initial observations, the researchers found that 50% of the mass media in Banten changed due to significant media industry competition, so they felt they had to follow the flow of information technology developments. The proliferation of online mass media at the local level is one of the essential determinants in creating multimedia devices. For example, some print media in Banten currently have a digital version (online), such as Kabar Banten, Radar Banten, Satellitenews, bantennews.co, and others. Reporting from kominfo.go.id in 2021, in Indonesia, there are only 100 of the 43 thousand online news portals verified by the press council. This can be seen from the clarity of the management structure as well as the legal basis as well as the clarity of the news content that is published. Meanwhile, based on data from mass media companies, the press council in Banten that has been verified, there are 39 mass media, including 19 online mass media, ten print media, and nine television media. It is estimated that there are 92 more media in Banten that the Press Council has not verified.

Meanwhile, as reported through other sources of cyber media (real-time) in Banten, there are 121 online media, and Serang City has 39 of them, Serang Regency 6, Cilegon City 9, Serang Regency 3, Tangerang Regency 7, Tangerang City 18, South Tangerang 24, Lebak Regency 6 and 9 is unknown. These data indicate that the development of online mass media in Banten is significant among the current competition for mass media growth. Meanwhile, the contribution of internet users in Banten is 4.7% of the total internet access in Indonesia of 171.17 million people, or about 8,558 million people who access the internet in Banten. Almost all districts in Banten can be accessed by the internet, although some districts have weak internet network connections (National Survey of Internet User Penetration Data. APJII).

This research focuses on seeing how media convergence has implications for the existence of local mass media in the digitalization era, especially in

Banten. It is seen that there is media convergence technology and, at the same time, transforms to change as digital media by reconstructing editorial policies, media organizations, media management, and human resources. This should be done to the intended target audience as a new media with the formulation of the research problem, namely how the implications of media convergence in the existence of local Banten mass media in the digital era.

According to Quinn and Filak in their book Convergent Journalism, media convergence states that "convergence is fragmenting audiences, the availability of relatively cheap digital technology, and changes in social and legal structures that make cross-media ownership more possible. Media companies hope to reach fragmented audiences through multiple media, recognizing that consumers have already embraced convergence. In this sense, they use many media". Moreover, Quinn and Filak also reveal a more straightforward definition of convergence "... the convergence is about doing journalism telling stories using the most appropriate media. The importance of the news event should dictate the depth and type of coverage and influence the size of the team involved. Multimedia assignment editors will decide on the most appropriate medium for telling the story".

To better understand it, media convergence is mixing traditional telecommunications media with the internet, where the primary key to media convergence is digitalization. All forms of information or data will be converted from analog to digital format to send it in bits (binary digital). The digital format of the information sent will lead to convergence that leads to the birth of applicable products capable of simultaneously performing audiovisual and computational functions, even cloud computing (Szabo, 2014). Preston (2001) warns that convergence will bring about radical changes in the handling, provision, distribution, and processing of all forms of information visually, audio, text, and data. Convergence will have an impact on all areas of life. In mass communication, conventional journalistic strategies will change very radically. Journalists will be required to move faster than usual and send the information they get to the public as soon as possible. This radical change is known as online journalism (KPI, 2013). In European countries, conventional media began to displace conventional media due to the declining number of print media subscribers (ALWOOD, 2007). Meanwhile, internet subscribers are increasing. Convergent media access in Indonesia is also increasing along with the growth of the online mass media industry and easy internet access. Even traditional journalism is slowly being replaced by online journalism and citizen journalism, allowing the actuality of events to be instantly present.

In the 4.0 revolution era, television and newspaper journalism currently has a rival, namely online media. Its presence gave rise to a new generation of journalism, namely online journalism (online journalism), also called cyber journalism. Online journalism is the reporting of facts produced and disseminated via the internet. The type of writing on online media is the same as the type of writing for journalistic works in general (Sumadiria, 2012), namely news, views, and features. However, it is packaged concisely so internet connoisseurs can easily see it. Online journalism broadcasts the same news as television or newspapers but prioritizes the speed of reporting, which also includes innovative technology, creativity, and high-speed communication (Abbas & Singh, 2014). The language used is also more accessible for everyone to understand. Online journalism can also

be accessed anywhere and anytime, so its existence is very attractive to audiences with high mobility characters and high information needs. The characteristics of online journalism are as follows: It is real-time. News, stories, and events can be published immediately when the incident takes place. This is perhaps not so new to other traditional media types, such as TV, radio, telegraph, or teletype. From the publisher's perspective, the real-time publication mechanism is more flexible without being limited by the periodicity or schedule of publication or broadcast. At any time, as long as they are connected to the internet, publishers can publish news, events, and more. Besides that, it also includes multimedia elements, another characteristic of online journalism that enables this journalism to present a richer form and content of publications than journalism in traditional media.

Online journalism is interactive. Online journalism works can provide information connected to other sources by utilizing hyperlinks found on the web. It also does not require an official organization and its formal legality as a press institution. No need for editors/ editors like conventional newspapers do, so no one can assist the public in determining which information makes sense or not. In addition, there is no subscription fee except for subscriptions to accessing the internet so that communication or audiences have the freedom to choose the information they want. Finally, online journalism is relatively more documented because it is stored in digital networks. Online journalism has the dimensions of contextualized journalism. There is the ability to combine digital multimedia, online interaction, and the layout of its features. Three unique communication features are integrated with multimedia capabilities based on digital platforms, interactive quality of online communication, and structured features (Fachruddin, 2019).

The dissemination or dissemination of information is not only mass but also impersonal. The public sphere is no longer the domain of the mass media. Non-mass media institutions or agencies, even many individuals, are free to open a particular website or site as a public relations function and commercial (e-gov for government or e-commerce sites, e-id, e-business, e-commerce). E-procurement and other circles for private and private). Freedom to obtain information and express opinions or freedom of expression is possible in cyberspace. Real journalism, or even a fad, has sprung up like mushrooms without any meaningful control. There is no prohibition against using slang, from the beautiful, seductive and intelligent, to the dirtiest. Submission of information in concise language is not taboo. Grammar and standard language rules are not needed. The most important thing is that the information is understandable. Adventurers in disseminating information and transacting ideas get a place to move freely following the times of exploring through cyberspace.

The internet has provided a vast space for individuals and social communities to communicate and exchange information through blogs or social networks such as Facebook, Twitter, Instagram, and others. Even though it is said to be social media, the media network can enter the mass communication space. Users can not only exchange information but also discuss it openly, criticize public policies, and gossip. Anyone can do Internet technology to develop journalistic activities without having a background as a professional journalist. Everyone can search, collect, process, and report the news to the broader community. This is known as citizen journalism. The presence of citizen journalism encourages everyone to have the courage to write

and report information/news to many people without the need for a label or professional journalist status.

The significant development of media sites has decreased the number of traditional media audiences (television, radio, and print media). This also decreased profits and claims that the gap between the media and the public is widening. The development of hoax news (fake news) related to coverage of several political events is a significant challenge that has affected the media sector. As in other countries, Indonesia, one of the countries with the most social media users in the world, is also facing the challenge of spreading hoax news, which is very disturbing (Fachruddin, 2019).

This study uses new media theory related to power and inequality, social integration, and identity (Little John, 2016). Social change and development, as well as space and time. The theoretical perspective on new media can still be discussed with the same theme (Luik, 2020). In the theory of new media (McQuail, 2011), ownership is not identified, and there is no monopoly on access to the flow of information and content so that it can be easily controlled. Integrity and identity, the area is conceptually more or less the same as before. The primary setting of the internet and the nature of its use leads to the effect of social division. Media participants influence social change because they are more involved, flexible, and rich in information. New media can transcend time and space faster than travel and physical transportation that appeared before it.

According to Flew in McQuail, "the idea of new media captures both the development of unique forms of digital media, and the remaking of more traditional media forms to adopt and adapt to the new media. " applications such as websites, e-mail, blogs, social networking sites, various video sites, online games, e-books, and online newspapers. The central hypothesis of new media, according to McQuail, is that there are significant changes related to the emergence of new media (McQuail, 2011), including:

1. Digitization and convergence of all aspects of media
2. Improved network interactivity and connectivity
3. Mobility and dislocation to send and receive
4. Adaptation to the role of publications and audiences
5. The emergence of various new forms (gateway) media
6. Separation and obscurity from media institutions

It is based on specific technological activities and content related to journalism (news, films, entertainment, business, sports, tourism, education, and professions). Conventional media in Banten in the internet era are required to make changes or create creative innovations for their audiences because access is becoming freer (egalitarian principle), global in scope, and cannot be limited by the dimensions of space and time. The reference to previous research written by Khadziq (2016) from UIN Kalijaga Jogjakarta with the title Convergence of Local Newspaper Media (Descriptive Study of Internet Utilization in the Jogja Tribune Newspaper in Building a Local Print Media Industry) (Khadziq, 2016). The results of the descriptive analysis show that Tribun Jogja uses the 3M strategy (Multimedia, Multichannel, and Multiplatform) as an alternative strategy to implement convergence and transform itself towards full convergence.

The second research was written by Titik Wahyuningsih (2020) with the title

Journalism of the New Era (Radar Jogja Media Convergence in Facing Media Competition)(Wahyuningsih & Zulhazmi, 2020). His background explains that the media is starting to unify information, communication, and content technology, which is known as media convergence. The research results conclude that Radar Jogja implements the concept of continuum convergence with four stages: cross-promotion, cloning, coopetition, and content sharing. In contrast, the implementation of Radar Jogja media convergence in facing media competition is identified as including optimization of new media, issue selection strategy, branding advertising, and coordination. Lastly, Ida Riaeni (2017) with the title Local Mass Media Industry in an Ideal Media Management Review (Ri'aeni & Sulistiana, 2018). The analysis results explain that the communication industry, especially the media, involves three critical institutions: research institutions, advertising agencies/consultants, and media institutions.

METHOD

This research method uses a qualitative approach. Data analysis requires various processes and stages that must be passed. The activities carried out in analyzing qualitative data have three stages: data reduction stage, data presentation, and data verification (Moleong, 2017). By collecting data through in-depth interviews. Interviews are conversations between researchers and informants to obtain important information about research studies. In qualitative research, the type of interview is in-depth (Krisyantono, 2014). In-depth interviews will be used to explore various information, namely by meeting face to face to obtain complete, accurate, and in-depth data. Interviews were conducted to find out the activities that have been carried out in the past, the ideas and

thoughts of the informants, opinions, and motivations behind the information activities. In determining the informants, the researcher chose to use the concept of purposive sampling, where the researcher would select the individuals and places under study based on the needs of the study conducted. Researchers use the concept of purposive sampling because it can provide a specific understanding of the research problem and phenomena in the study (J. Cresswell, 2015). The media that we research are Bantennews.co.id, Kabarbanten.com, Satelitenews.id, and Sultan TV. We use a new media theory from Mcquail for data analysis.

In addition to conducting interviews, researchers also collected documentation data to explore past data objectively and systematically. The aim is to obtain information supporting the researcher's analysis and interpretation of the data. As mentioned by (J. W. Cresswell, 2015), these documents are diaries, biographies, personal letters from participants, public documentation, media clippings, reports, medical records, photos of activities, and letters in print or electronic mail.

RESULTS AND DISCUSSIONS

The debate over "what is new media?" is the starting point of a new chapter that is continuous from the previous one. However, its presence gives color as if it has the novelty of new media, so there is a series of slow changes but has a domino effect in the process of human communication (Fiske, 2012), especially in the mass media. For this reason, this study describes the implications of changes in the local Banten mass media as part of the novelty of the mass media. Organizational structuring in Banten mass media converges to online media. The first is to change the work pattern in the editorial department that is different from the work pattern in print media because online media has a real-time character

that prioritizes information acceleration competition. So the work schedule is divided into several shifts in one day. Second, the organizational structure of online mass media in Banten is no longer divided into two fields and focuses on their respective job desks, namely the business field (Business and Marketing) and the Production sectors (News and Programs). The most apparent change in the organizational structure is merging the job desk of all resources, especially news writing and soft news information, which is the task of journalists. It can be carried out by other fields (non-editors) who are given the opportunity by the editor-in-chief to write with diction writing quality that is liked by the community, for example, internal staff, finance department, administrative staff. Likewise, journalists in the field have increased their duties not only to hunt for news but also to hunt for sponsors or advertisements. From this, it impacts income distribution in each of its human resources.

Anyone can do Internet technology to develop journalistic activities without having a background as a professional journalist. However, human resources in several online mass media in Banten require multitalented human resources who can operate content in the form of writing, photos, videos, and even graphic design to manage social media platforms, Youtube, and Podcasts. This relates to the use of different social media platforms in disseminating information. Existing human resources are empowered to develop their capabilities in managing online news. The utilization of social media aims to boost advertisers and readers/viewers (subscribers) on Youtube and dot-com, which will later be read in programmatic ads. However, this situation is not all carried out by senior journalists who are reluctant to go through changes in form and job desks in online mass media.

One of the principles of new media is Numerical Representation, i.e., an asset or new media object is a representation of digital code. News content in online mass media, including several online mass media in Banten, relies heavily on the Google Algorithm as a benchmark. The information can be spread according to the percentage of Google Analytics, prioritizes clickbait, copy news from other news sites (source mentioned), utilize accounts - Social media accounts of famous people by following their story updates are then made into entertainment news content. It can be seen that there is a shift in the rules and principles of the 5W+1H formula, which is no longer a reference for writing journalism. However, online mass media prioritizes the Google Algorithm clickbait, which will appear on news portals when people search for information through keywords on Google. Local content regarding information about events in Banten is still the prima donna in the print media. However, not in online mass media, local content is no longer reliable content (headline news) because, in percentage terms, it cannot compete with viral information and does not significantly increase revenue. Several media in Banten, such as Kabarbanten.co, Bantennews.co, Satelliteenews.com, Bantenraya.com, Biem.co, and Sutantv.co.id is some of the online media we interviewed as research data for this article.

There are two sources of information still being run by the mass media in Banten. The first is information related to government, local government policy publications, local government activities that ask to appear in print mass media, and online mass media. A separate card is maintained as a source of income and locality information. In contrast, in online mass media, news sources are more general and prioritize viral information (national/international) rather than local

information about Banten. This is done in online mass media to target a wider audience. Assessing organizational, management, and HR changes, the target audience is no longer local but broader than before. If print mass media and local TV mass media are full of local wisdom content, then online mass media prioritize more available and viral content than information about Banten. Of 121 cyber media in Banten, 92 cyber media actively post news content per day, and 29 cyber media are not active because they do not post content or news or the site no longer exists. Suppose we present the results of the interview. In that case, we can attach that almost all media in Banten have a digital realm as a development they need to maintain their media existence.

There are different problems with online mass media as research locations, namely Bantennews.co.id, Kabarbanten.com, Satelitenews.id, and Sultan TV. These local media have changed the form of media from conventional to cyber media. The first is Kabarbanten.com, a subsidiary of the people's thought media that departed from the print media developed in Banten Province. The People's Mind Media Network (PRMN) made changes in 2013 and is still ongoing today by maximizing cyber media. This was done because the newspaper circulation sales decreased by 63%. Likewise, bantennew.co.id within six years, transitioned to cyber media, marked by 5,630 viewers in 2019 (biem.co) and a 51% decline in print media sales. Satellitenews.id started from a print media called Radar Tangerang. However, with the rise of cyber media in Banten, so on January 2, 2020, the Satellite News newspaper opened a website, namely Satelitenews.id, which has received 40,000 visits every month since its operation, with only recently joining the cyber media, so that it has not entered the TopTen Cyber in Banten.

Meanwhile, there are six local televisions in Banten, one of which is Sultan TV which is the first online TV in Banten, established in 2010, also adapting to cyber media by bringing up several forms of social media as extensions such as youtube, Instagram, and Twitter channels as well as websites. sultantv.co focuses on promoting soft news content such as tourism, traditions, and information on local wisdom in Banten. Sultan TV is committed to being a local media that delivers information on local wisdom for the archipelago. Of the four online mass media, they do not understand the concept of online media management with digital scientific stages, including the concept of the cyber media business, recruitment of content creators needed to fulfill website content feeds to be more varied and ready to compete with other media amid the rise of the Google algorithm system as a benchmark. The success of information and the techniques of income or income from advertisers in cyber media.

The digital era that demands conventional media to switch to cyber media requires time to process and a consistent commitment to change to continue in the media industry. However, this is not easy for media managers because they have to go against the ideals of conventional journalists who reject changes in the form of content, work methods, new assignments, and news substance that adapts to the needs of the Google algorithm where Google Analytics determines the benchmark for news success. For this reason, in this study, it is necessary to classify changes in cyber media management in Banten to maintain their existence during local and national online media competitions.

The significant development of media sites has resulted in a decrease in the number of traditional media audiences (television, radio, and print

TABEL 1. Implications of Online Mass Media Convergence in Banten

	Convergence	**Implications of Existence**
Editor's Policy	• Changes in work patterns • Non-editors are allowed to write soft news • Journalists contribute to getting advertisers • Working with remote systems	• Following the acceleration of the flow of information in online mass media • Equitable income/honors in all areas of work (editor/non-editor) • Change of way of working
Human Resources	• Multitalent (capable of managing content in the form of photos, captions, videos, and graphic designs) • Understand the management of social media platforms (Instagram, Facebook, Twitter, Youtube, and Podcasts) • Active on social media	• Human resource capacity development in the field of information technology • HR is required to be technology literate
Content	• Print media still prioritizes local issues in the headlines • Online mass media rely on general or viral information • Prioritizing the "clickbait" system in searches on Google Analytics • The Google Analytic formula becomes a reference in the news writing in online mass media • Channeling news content in real-time	• Banten online mass media does not prioritize local issues • There is a shift in the 5W+1H principle in the news writing in online mass media
Audience Target	• Print media maintains local audiences by making headlines on local issues, especially those related to information on local government activities • Online mass media targets a broader audience by increasing soft news content	• Local issues are still the prima donna in the print media with a specific target audience • The breadth of the target audience only applies to online mass media

media), decreased profits, and claims that the gap between the media and the public is widening, so the convergence steps towards online journalism have been thoroughly carried out by the mass media in Banten. So that when mainstream media has to close because it enters the era of total digitalization, it is ready to migrate and race, evolve, and increase knowledge. Table 1 explains the implications of the presence of media convergence.

Media audiences come across nations, countries, and regions and speak globally, even in a local scope (Ludes, 2008). This also affects news content that is no longer typical of presenting regional information but also more general

information. This cannot be separated from the role of information technology through converged/multimedia technology and the internet, which ultimately causes the acceleration of information flow dissemination. So that in the end, the people of Banten not only live in a global village but can produce local materials (online media characteristics) to be distributed globally. The weak point of conventional technology is the need for communication interactivity that allows people to share things without delay. On the other hand, it is the basis for developing the convergence trend. Media convergence makes audiences have more choices of media with increasingly diverse content.

CONCLUSION

This research concludes that the policy of media convergence amid competition and the growth of the mass media business is the right step in developing and maintaining the existence of mass media in Banten. By implementing a convergence strategy in various fields, including the transformation of editorial policy, which has implications for mixing editorial and non-editorial duties with the aim of the equitable income distribution. Then the development of Human Resources competencies is required to operate mass media sites and social media platforms such as Instagram, Youtube, Podcasts to TikTok with various forms of caption content, photos, videos, and graphic designs. Meanwhile, changes in the form of information content presented no longer prioritize local issues but rely on more general and viral issues. So there is a shift in the use of the 5W + 1H formula to the Google Algorithm formula in the form of news writing. Expanding soft news information is also known as evergreen because it is timeless and in great demand by online audiences. This strategy will lead to media income which

can be calculated by calculating how many viewers, subscribers, and readers enter the channel of each available platform.

There are still print mass media, local TV channels, and local radio that are maintained through information, events, and publications of local government policies to continue to use mainstream mass media so that local issues still make headlines. Meanwhile, the percentage of internet usage in Banten society is increasing so that the mainstream mass media is inevitably converging and adapting to the needs of today's information technology. Information in online mass media still prioritizes general information and places local information at the end.

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Analysis of Digital Public Relations Media Management on Instagram @riliv

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Abstract. *Social media is essential in building relationships between companies and their audiences. Not only playing a role in creating content and disseminating information, but the company's social media management team also needs to develop a strategic plan that is consistent and sustainable. This study examines how the Riliv Social Media Strategist team manages Instagram @riliv social media. This research focuses on the activities carried out in digital media, the characteristics of the use of digital media to represent the company in terms of the use of writing style, to strategies structured in such a way as building public trust and awareness of followers. The method used is a qualitative approach with a descriptive type of research. The results showed that the social media management efforts carried out by the Reliv Social Media Strategist team were structured and scheduled, starting from upload mapping, collaboration, creating content ideas, and activity evaluation. The forms of uploaded content are also very diverse with valid and consistent information on Riliv's philosophy as a psychology service start-up. Almost all the features on the Instagram application are used to build good relationships and closeness with their followers, especially the comment feature and direct message feature as interactive media that are more private..*

Keywords*: Instagram, social media, social media management, social media strategist*

INTRODUCTION

PT Riliv Psychology Indonesia, a mental health start-up company, has successfully launched the first online counseling and meditation application in Indonesia under the name Riliv (riliv, n.d.). This application aims to achieve its mission to make it easy for everyone to access integrated mental health services. The use of digital media by the company is an effort to disseminate the information so that their targets can obtain information, have awareness, then receive and ultimately utilize the information. They disseminate information by utilizing digital media like Instagram, Tiktok, Twitter, Youtube, Facebook Page, LinkedIn, and the Website.

The beginning of Riliv's formation was inseparable from the concerns of Riliv's CEO and Co-Founder, Audrey

Maximillian Herli, regarding mental health problems in the realm of psychology in Indonesia. The purpose of making Riliv is so that all Indonesian people can be mentally healthy because the number of personnel in the field of psychology is still limited in number, with an uneven distribution in every region in Indonesia. Furthermore, the price of each face-to-face consultation with a psychologist cannot be said to be affordable either. In addition, the spread of negative stigma in society states that people who come to psychologists are strange, so they are used as jokes when this should not be underestimated, so Riliv was formed to overcome these problems.

Mental health problems have become an unresolved health problem in society at the global and national levels. Especially during the COVID-19

pandemic, mental health problems will be even more challenging to solve. The impact of the COVID-19 pandemic is not only on physical health but also affects the mental health of millions of people, both those directly exposed to the virus and those not. Director General of Disease Prevention and Control, Ministry of Health, dr. Maxi Rein Rondonuwu said that currently, people are still struggling to control the spread of the COVID-19 virus, but on the other hand, it has spread feelings of anxiety, fear, and mental stress due to isolation, restrictions on physical distance and social relationships, and uncertainty. The 2018 Basic Health Research (Riskesdas) shows that more than 19 million people over 15 suffer from mental and emotional disorders and more than 12 million people over 15 experience depression. In addition, based on the Sample Registration System conducted by the Research and Development Agency in 2016, data on suicides per year is 1,800 people or every day, five people commit suicide, and 47.7% of suicide victims are aged 10-39 years who are adolescents and productive age. The Director of Prevention and Control of Mental Health and Drug Problems, Dr. Celestinus Eigya Munthe, explained that mental health problems in Indonesia are related to the problem of the high prevalence of people with mental disorders. For now, Indonesia has a prevalence of people with mental disorders, around 1 in 5 inhabitants, meaning that about 20% of the population in Indonesia has the potential for mental disorders (Widyawati, 2021).

Since internet users continue to increase every year, a company's public relations must actively disseminate information through digital media. The results of a survey conducted by APJII (2020) showed that the number of internet users in Indonesia reached 73.7%. This figure has increased by 8.9% since 2018. Of the total population of internet users,

Hootsuite We are Social (Kemp, 2020) in 2020 revealed that the percentage of internet users who use each platform (based on surveys), social media Youtube, Whatsapp, Facebook, Instagram, Twitter, and LinkedIn are six of the ten social media most frequently used by Indonesian people. In this regard, PT Riliv Psychology Indonesia's public relations company actively conveys information about programs and activities, which are currently being, and will be implemented by the company through its digital public relations media.

PT Riliv Psychology Indonesia's Instagram with the official account name @riliv has obtained a verified badge, meaning that Instagram has confirmed the account's authenticity. This account has 324K followers, with 1,850 posts, and follows three other accounts, namely @rilivforcompany, @riliv_ambassador, and @rilivgoods. The contents of feed posts on Riliv's Instagram account are related to knowledge in the world of psychology, such as emotional numbness (the reason why feelings feel empty), control freak (a term for people who like to regulate), smiling depression (depression behind a smile). There is much more explanation of other psychological terms that are rarely known so that it helps us in increasing our understanding or knowledge. Not only that, several Instagram story uploads are used as highlights so that the public can see them at any time, one of which is the Riliv story which contains an initial picture poster of the news that is uploaded to the Riliv website with the addition of the swipe up feature to be able to connect directly to the reading news on their website.

The management of digital media, especially Instagram, managed by Riliv's public relations officer, is an interesting thing that the author will discuss in this study. How could it not be, Riliv's PR team or, more specifically, the company's Social

Media Strategist team can take advantage of various features of Instagram so that the content displayed is not only informative, educative, but also up to date. Moreover, the packaging of attractive visual content designs makes the content they present easier to understand and able to trigger the audience to interact directly. Another exciting thing is that the clear objectives and characteristics of the audience and the consistent intensity of uploading content do research on managing digital public relations media on Instagram @ riliv social media engaging and worthy of further research. It is also supported by a statement from (Pienrasmi, 2015) in his research which says that the critical key in managing social media is strategic planning regarding information content that will be disseminated to the audience, where the information must be consistent and sustainable.

In addition, considering that social media is the gateway to open digital communication that eliminates the barriers between institutions and their audiences, it is interesting to research how Riliv, as a mental health start-up company manages its Instagram. In managing social media, Nasrullah (2021) emphasizes that the institutions do not only have social media accounts without any purposes and upload contents randomly, but it is about the understanding of institutions, especially the social media management team in formulating management strategies ranging from research, planning, operations, evaluation, to the understanding of the audience and how to interact in the context of digital communication itself.

The purpose of this study is to find out how the Social Media Strategist team manages social media of Instagram @riliv, where this research focuses on activities in digital media that are carried out, the characteristics of using digital media in terms of the use of writing style, to the strategic planning that is prepared. Analyzing social media activities, writing style characteristics, and detailed preparation strategies in a mental health start-up company is a hallmark and a differentiator from other studies. According to Blanchard (2011), the significant benefits for corporate public relations in managing social media with good planning are being able to have a positive influence on the company's reputation, being more relevant and more frequently involved with public situations, being able to build public awareness and trust in the company, being easier to adjust the company's value to potential customers in order to create positive sentiment and loyalty.

The theory used to examine this research is the social media model, The Circular Model of SoMe for Social Communication, proposed by Luttrell (2018). This model is used to help implement organizational strategies related to individual campaigns, which consists of four stages, namely: (1) Share, stages to connect, build trust, and identify channels that allow real interaction through uploading content, spreading messages, to following the latest trends; (2) Optimize, a step to strengthen communication planning by optimizing content and maximizing conversations. At this stage, the management team needs to consider what content is being shared and whom the people involved; (3) Manage, where social media managers consider relevant messages to make it easier to monitor and measure; (4) Engage, where the management team develops strategies to build engagement with the audience, starting from when, how, and how often.

Pratama (2020) explained that the emergence of social media has connected everyone to a new digital world without boundaries. However, Nasrullah (2021) argues that although the company manages social media,

content is produced and processed by the audience themselves, where the presence of the audience can provide and influence institutional activities, sentiments, and promotion extensions. Thus, content managed and published by Riliv on Instagram can change their audience in their work and view of life and drastically change the future.

METHOD

This study used a postpositivism paradigm that relies on the ability to observe the object under study directly. According to Creswell (2013), postpositivism research sees research as a series of steps that are logically connected, believes in the diversity of participants' perspectives rather than a single reality, and supports appropriate and rigorous methods of data collection and data collection analysis. The research lasted for five months, starting from September 2021 to January 2022, using a qualitative approach with a descriptive type of research, where the research findings could not be achieved using statistical or measurement procedures. The presentation is done by using the data obtained from the results of interviews and observations utilizing social media monitoring and then presented in the form of a narrative. In selecting informants, purposive sampling is done, namely the technique of determining informants with specific considerations or criteria (Sujarweni, 2014). Based on predetermined criteria, the informant in this study was Social Media Manager Riliv Alfiyatul Hidayah.

RESULTS AND DISCUSSIONS

Yosephine & Diniati (2021) suggested that public relations are essential in establishing communication with a company's internal and external public. It aims to persuade the public as the message recipient from the

cognitive, affective to conative aspects. Seeing the development of information and communication technology that is increasingly advanced and all digital, Riliv implements online communication with external companies. According to Riliv Social Media, Alfiyatul Hidayah, Instagram is a primary social media that a company must own. When a company resists relying on today's digital applications and do not want to adapt to the times, it will not be able to compete with other competitors.

The primary function of Public Relations is to build and maintain a positive image of the company in the community, as well as establish two-way communication with the public. Where there is a public, that is where the company must take part. It is reinforced by the results of research presented by Azhary (2020) that the use of social media platforms is considered safer by public relations publications in Indonesia for reasons of hackers, maintaining the image of negative public comments, and the culture of using Indonesian language which is sometimes impolite and disrespectful by the public. Most people now have social media, especially Instagram, as their digital communication medium, especially among teenagers to early adulthood. It is the main purpose of using Instagram for Riliv.

Riliv's Instagram social media username @riliv packs various forms of content that contains information about mental health in the world of psychology and the promotion of features in the Riliv application. Not only that, but Riliv also, on several occasions, often makes quizzes with prizes and webinars by presenting experienced psychologists and several influencers to discuss various phenomena in the world of psychology. The selection of public figures made by the management team shows the company's seriousness in educating about psychology. According

to Syadhana et al. (2020), determining the third party to be invited to cooperate is a reasonably crucial stage. Moreover, the third party should have credibility and experience in handling similar matters.

In the Riliv application, the target audience is a group of adults and company employees already earning because of the counseling services offered directly by experienced psychologists, in contrast to @riliv Instagram, whose reach ranges from young people who already understand the importance of maintaining mental health to adults since everyone can enjoy the content distributed through social media for free.

Broadly speaking, audience segmentation is based on geographic location, the @riliv Instagram account targets urban areas with a broader internet network distribution. However, it is also possible in rural areas as long as internet access is adequate.

Demographically, audience segmentation focuses more on generation Y (born between 1980-1995) with an age range of 26-41 years and generation Z (born between 1995-2010) but in the age range of 20-26 years, as reported by one service. Hello Sehat, most mental health disorders appear in adolescents in their early 20s because it is not possible if they only occur in adulthood, where usually when they appear as adults, it can be ascertained that the symptoms began to appear when they were small or entered adolescence but were not treated, so that become sustainable (Yani, 2021).

If observed through @riliv's Instagram followers with 320K followers and the comments column, audience segmentation can be grouped through the following characteristics: (1) Age range 17-40 years (early teens-adults); (2) Male and female gender; (3) All ethnic groups in Indonesia because the entire content uses Indonesian language except for some terms which are stated in English; (4) All

religions; (5) SMA, Strata-1, Masters, and Doctoral Education; (6) Occupation of students, university students, office employees, and homemakers; (7) Upper-middle socioeconomic status.

Psychographically, Riliv uses the Instagram account @riliv to share information about the world of psychology, so it tends to be for everyone who is curious and needs a variety of information to overcome mental problems. Specifically, it can be described as follows: (1) Modern lifestyle, healthier lives in lifestyle, and thrift lifestyle. Reporting from www.grumsa.com (Wahdana, 2021), the explanation of the three types of lifestyle is included in the psychographic category of Instagram @riliv.

In the modern or digital lifestyle, everyone continues to follow the flow of information technology developments to avoid being left behind. Then the healthier live in lifestyle focuses on people who want to live physically and mentally healthy by continuing to think and do positive things to form a healthy lifestyle. In contrast, the thrift lifestyle focuses on people who want to live frugally by enjoying various information in the world of psychology for free through the @riliv Instagram account.

(2) In terms of interest, the psychographic targets are those who have an interest and curiosity in the world of psychology related to mental health; (3) Have the motivation to follow a healthy lifestyle or live a healthy lifestyle, especially mentally; (4) Judging from the opinion based on the issue, it is people who understand that mental health is very important in human life, so they need this information to form a healthy lifestyle.

Based on the audience segmentation analysis, the Social Media Strategist Instagram @riliv team planned management on every digital media they had, including their Instagram social

media. In this case, the author will divide the explanation into three parts, namely the activities in digital media that are carried out, characteristics of the use of digital media; and strategic planning carried out.

Activities in Digital Media

Activities in digital media carried out by Riliv's Social Media Strategist team utilise various features found on Instagram. Packaging of visual content designs with various supporting vectors that look eye-catching to support each article so that followers will not be bored if only served with writing. The colour selection used as the feed background also tends to be calm and unobtrusive, including the colour adjustment of the writing, which is quite good so that each

content can be read easily as shown in Figure 1.

Instagram Feeds. Riliv takes advantage of this Instagram feed feature to upload content in the form of images, audio, video, or a combination of the three. In one day, Riliv can upload 2-4 content on his Instagram feed, a single post or 2-7 carousel content per feed box. The uploaded content varies widely but remains in the same topic and realm in the field of psychology.

The types of content uploaded to the Instagram feed feature are (a) positive prohibition content to improve and implement a psychologically healthy lifestyle for the audience. These contents utilize various vectors that are adapted to the discussion at each stage so that it can make it easier for readers to understand

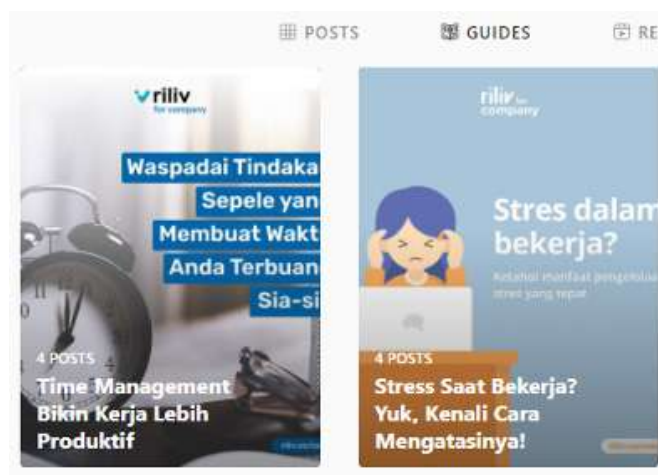FIGURE 1. Riliv Instagram Feed Content Display

FIGURE 2. Instagram Guides Content Display

the meaning of the sentences made; (b) the content in the form of Riliv's live Instagram poster named #REALTALK with a single post type uploaded one or two days before the D day of the activity. The implementation of the #REALTALK live Instagram activity often collaborates with other digital media, one of which is popbela.com as a digital media that discusses the lifestyle of Indonesian women; (c) promotional content; tips content that can be used as suggestions, input, or recommendations from Riliv for the audience to do something; (d) Mood tracker content depicted through vectors and emoticons with their respective meanings. This content is more accessible to interact with because it intends to ask questions and get answers; (e) survivor story content from people who have experienced bad conditions in their lives, including being victims of bullying, impacts mental health. Then they try to continue to change themselves and heal. This inspirational story is packaged in the form of content to provide life lessons for the audience to continue to behave well to anyone regardless of one's physique or degree.

(f) Furthermore, reminder content serves as a reminder of important matters and a means of building better habits in daily life; (g) challenge content with a monetary reward organized by Riliv, of course, with several requirements that must be met. This type of content is usually held for 7-14 days until a winner is selected and re-announced; (h) recommended content in the form of playlists of songs, plays, and books as a form of additional information for the audience when they want to fill their spare time and unwind from work; (i) image-audio content labelled "SOUND-ON". This content is a form of content variation from Riliv in the form of audio recordings with each story title, where the results are published in Riliv's application with the title "sleep story".

The second feature used is Instagram Guides. Guides is a new feature released by Instagram to create content from curated results. In its use, there are three categories that users can choose from, namely places (used to provide place recommendations), products (used to provide recommendations for favourite products), and posts (used to provide recommendations for uploads that have previously been posted). The content available on Riliv's Instagram account guides is the result of curation from content on the @rilivforcompany Instagram account, so it is clear that Riliv uses one of the guides categories, namely posts that are used to recommend posts that previously existed on the @rilivforcompany account.
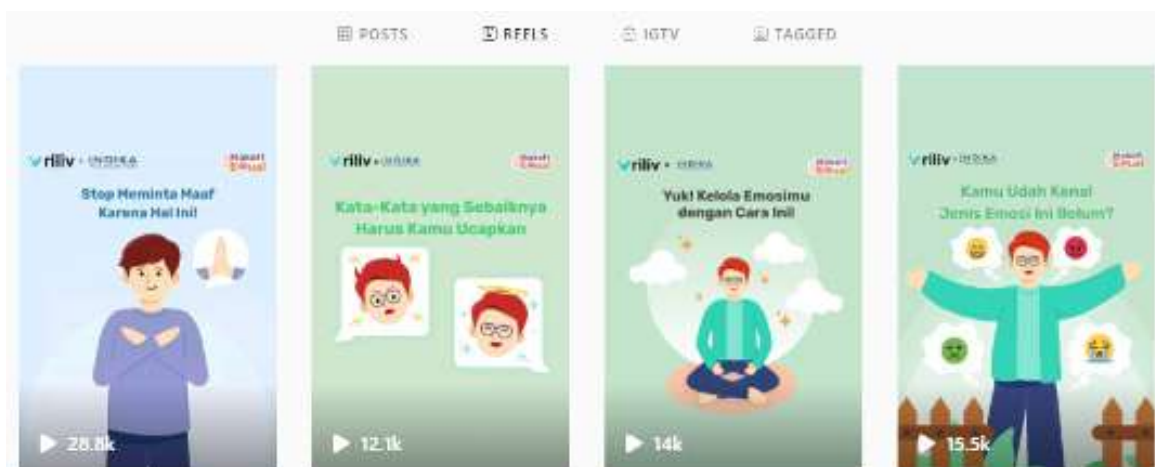

FIGURE 3. Riliv Instagram Reels Video Content Display

TABLE 1. Riliv Instagram Story Monitoring Results

No.	Date/Time	Post Time	Number of Contents
	**Monitoring Results for 1 Week**		
1.	Tuesday, 30 November 2021	10.00 AM	11 contents
2.	Wednesday, 1 December 2021	09.00 AM	8 contents
3.	Thursday, 2 December 2021	10.00 AM	10 contents
4.	Friday, 3 December 2021	09.00 AM	14 contents
5.	Saturday, 4 December 2021	09.00 AM	6 contents
6.	Sunday, 5 December 2021	10.00 AM	7 contents
7.	Monday, 6 December 2021	11.00 AM	8 contents

Source: Researcher's Processed Data, December 2021

The third feature is Instagram Reels. In Figure 3, it can be seen that the upload of video reels content looks quite enthusiastic from the followers, as evidenced by the audience in each video, which always number in the thousands. Reels is an Instagram feature that allows users to upload content in the form of vertical videos lasting 15-30 seconds with additional Instagram music or not. Not only that but this feature can also be used to do video editing directly without the need for the help of other editor applications. Until now, Riliv's content reels have totalled 86 content containing various information and each content is also displayed on the Instagram feed.

The fourth feature is Instagram Videos, which can upload videos much longer than Reels. Not only can self-made videos with duration of 1-2 minutes be uploaded, but Instagram live results with a duration of more than 50 minutes can be automatically saved to this feature after the live is finished. According to Manurung et al. (2020), a series of video content created by a company or organization can help the company show its brand identity. It can be done by creating creative content with a unique storyline and tailored to the target audience on the company's social media.

The fifth feature is Instagram Stories. Based on observations, it can be concluded that Riliv uploads 6-14 content daily starting from 09.00 WIB to 11.00 WIB in the morning. In this case, Riliv looks quite active in managing Instagram as one of the company's digital media through the Instagram story feature. The content uploaded through Instagram stories varies greatly, such as Trivia in the form of quizzes, posters with the use of the poll sticker feature, emoji slider stickers, question box, quiz stickers, or adding music to increase engagement
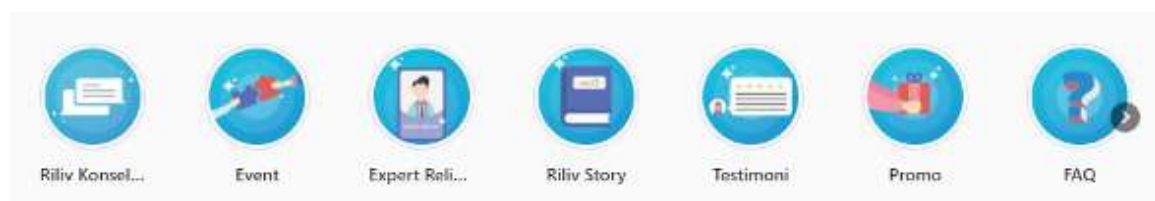

FIGURE 4. Instagram Videos Content Display

and build interaction with followers, posters of psychologist expertise. Riliv, combined in one highlight, information about the procurement of live Instagram, promotion of Riliv application services, and others.

The sixth feature is the Highlight feature, a content storage feature or Instagram story poster previously uploaded. In Figure 4, it can be seen that the highlights of Riliv's Instagram account so far have numbered eight groupings, including: (1) Riliv Counseling (a saver feature related to the information content of two online counseling options on the Riliv application, namely with a Psychologist as "S2 Psychology graduates" or a Counselor as " Bachelor Degree in Psychology); (2) Events (saver features of various #REALTALK live instagram posters and webinar posters held through zoom meetings); (3) Expert Reliever (saver feature for content or posters introducing Riliv's psychologists of expertise); (4) Riliv Story (a saver feature for several article posters with additional links that can take readers to a website where articles are loaded with one click, so that the contents of the article can be read in full); (5) Testimonials (saver feature for the results of reposting Instagram stories published by Riliv from Riliv's reviewers or audiences); (6) Promo (saver feature for promo posters such as 50% to 100% cashback for online consultation services on the Riliv application via gopay or shopee); (7) FAQ (saver feature in the form of information posters related to partnership info, whatsapp contact, email, or line account belonging to Riliv's customer relations who can be contacted to submit complaints or require other additional information); and (8) Products (a saver feature in the form of posters of information on services available in the Riliv application).

The seventh feature is Instagram

Live. This feature allows users to live stream to build a two-way interaction, where viewers can comment or ask questions in the live Instagram comments column to get direct responses from users who live stream. One of Riliv's live streaming activities is the #REALTALK event. This activity is usually carried out in collaboration with Indonesian public figures or only filled by Riliv's psychological expertise. Streaming duration is between 30 minutes to 1 hour or more, depending on the subject matter. The live results will then be saved and used as IGTV so that they can be watched by followers who missed the live session directly. According to Datubara & Irwansyah (2019), Instagram TV is a form of media convergence where the audience's activities, when giving direct comments, make the audience feel that they are watching together with other audiences.

Managers also establish a two-way relationship with followers by interacting with each other. The several replies evidence this to comments made by the manager on almost all uploads on Riliv's Instagram account. Building engagement with the audience is essential. Palapah (2020) stated in his research results that user involvement is fundamental where information sharing or clarification, confirmation, and question and answer can be directly done on Instagram or other social media.

Characteristics of Using Digital Media

In addition to analyzing the activities carried out in digital media, the author also analyzes the characteristics of digital media used to represent the company in terms of writing style. Judging from the writing of the caption as a description of the content, Riliv often uses informal language, so it does not seem stiff and is more easygoing. Not only that, at the beginning of the sentence, the word

FIGURE 5. Example of Riliv Logo Placement

"Rilivers" or the greeting "Hi, Rilivers" is permanently attached as a particular form of greeting for Riliv's followers. Then to build interaction in the comment's column, at the end of the sentence in the caption also often uses a question sentence with a question mark, or instead of attracting followers to comment, Riliv uses the sentence "share in the comments column, yuk!".

Not only writing captions, but the characteristic of the writing style used is also the use of hashtags (hashtags). Hashtags not only function as a tool for grouping the topics of content but are also used as a branding tool for a company to obtain a greater number of visitor accounts so that they are increasingly known to the wider community. Riliv includes hashtags in the content captions and content designs, but usually, in the designs, he only includes #REALTALK without any other sentences. The hashtags in the content captions that are most often used are #riliv, #rilivapp, #mentalhealth, #kesehatanmental, the rest adjusts to the topic of conversation in the content such as #selftalk, #REALTALK, #RilivMenhearmu, #selfharm, #mindfulness, #mentalillness, #parenting, #anxiety, #selfcare, #meditation, #mondayblues, #toxicrelationship, #braingym, #selfreminder, #depression.

The following characteristic of the writing style is the placement of the logo. The placement of the Riliv logo is usually always placed in the middle of the content design or on the left side if there are topics that are discussed more specifically that have their logo, as shown in Figure 5, or if Riliv is collaborating with other parties. The logos of the parties or business partners are usually placed together with the Riliv logo in the middle or on the right side for balance.

Next is a special greeting for the audience. As previously discussed in the use of captions, Riliv has a special greeting to address his audience with the name "RILIVERS". This greeting can be used to build closeness in interacting with followers. Due to a large number of Riliv followers, this special greeting is used to make it easier for the account admin to greet everyone simultaneously.

The fifth characteristic of writing style is the content visual design colour palette. Colour in psychology is related to the depiction of emotions where the meaning of each colour also varies. The content design on Riliv's Instagram account does not only use one type of colour that seems monotonous but uses a variety of colours, especially the ones that seem calm and not too flashy, such as sky blue, nighttime blue, lavender, orchid, baby green or mint, pink, light sand, and others. As in the example in Figure 6 it looks like Riliv uses pink as the background for the content design but

FIGURE 6. Example of a Content Design Colour Palette

still gives a touch of other colours such as red, orange, or white to the vector or image. The pink colour gives a romantic impression and follows the theme of the uploaded content, which is related to self-love (Muliasari, 2021).

Digital Public Relations Media Management Strategy

Based on observations and interviews with Social Media Manager Riliv Alfiyatul Hidayah, it is known that in managing Instagram, Riliv has several strategies that are structured in such a way as to build public trust and awareness of followers, starting from upload mapping, collaboration, creating content ideas, and activity evaluation.

The first strategy is upload mapping, which is making a schedule for uploading Instagram content on the feeds, reels, and story features. In Instagram feeds, two contents are uploaded daily but with different topics. The content on feeds and reels is more flexible with a broader topic, in contrast to the scheduled content on Instagram stories. Uploading content on Instagram stories is usually done at four different times each day, namely at 10.00 AM, 12.00 PM, 4.00 PM, and 6.00 PM. The content plan is different every time, for example, on Monday at 12.00 WIB in the first week, the content will be uploaded that discusses mental health myths and facts, but it will be different again the following week so that the content is more varied and not monotonous. Upload mapping itself is a critical planning stage to do. Cangara (2014) states that planning is the starting point for the work of an organization and is made so that it can function to provide direction to the goals to be achieved.

The second strategy is collaboration, which is collaborating with start-ups and other agencies. In the collaborative planning process, a joint meeting will usually be held to discuss the topic of the activities to be implemented along with the agreement of both parties in the form of an activity SOP which will be handled directly by the Marketing Manager. This collaborative activity is free of charge but still prioritizes the 'symbiotic mutualism' system to benefit both parties. The selection of partners who will be invited to collaborate with Riliv must also look at the suitability of Riliv's profile as a start-up that discusses mental health so that it

does not come out of Riliv's persona and branding previously formed.

The third strategy is to create content ideas, where the creation of content ideas must be carried out more carefully and carefully if the manager's expertise is not in the field of psychology to avoid word errors that may harm followers as content readers.

Social media managers carry out several activities to obtain valid content, including (1) Looking for content references obtained from competitors' Instagram, but not entirely applied because Riliv also has to produce unique content with its uniqueness in order to have differentiation; (2) Second, content ideas are taken from the experience of the manager himself. It relates to events or feelings experienced personally; (3) Conducting research on the audience to find out the interests of content topics that are liked and needed by the audience. The information is obtained from messages sent by the audience through the direct message feature as their media to vent. From the monitoring results, content about depression is usually much more frequently discussed and liked by the audience; (4) Reading research journals on mental health to obtain more valid and accurate data; and (5) The last alternative is to use Google Trends service and trending topics on Twitter to find out the latest information or news that is being talked about, so that it can be used as a gap for content production when it comes to mental health.

The last strategy used in managing Instagram @riliv social media is activity evaluation. The evaluation process is needed when an activity is completed to review the shortcomings that occurred during the activity process. The results of the evaluation can then be used as reference material when you want to do similar or other activities to avoid mistakes that have been made before. In the Riliv Instagram management process, managers usually carry out evaluation activities in two stages, namely evaluation with the team, which is held every week and evaluation with superiors which is held once a month.

Managing social media owned by a company, of course, cannot be separated from the challenge of determining the steps or methods that need to be taken to build closeness with followers through content. Social media managers are only content creators, but the challenge is how managers know what kind of content should be created. Also, because Riliv has to upload Instagram content every day with different topics, it requires extra effort to quickly produce content with valid information according to the audience's needs. However, on the other hand, using social media, Instagram, as a communication medium can still bring opportunities for a company, especially for the company's business because of the increasingly advanced digital era. Concerning the company's business, Riliv's Instagram provides better profit opportunities because the promotional content of psychological services on the Riliv application is also carried out on Instagram accounts. The more digital media that is used, the more audience there will be, so it is likely that it will also become a medium for obtaining more profit from selling services.

Liu, Arnett, Capella, & Beatty suggest that organizations can use social media networks to build relationships with their public and provide various kinds of information and services related to the organization to various audiences, both directly and indirectly related to the organization (Mclennan & Howell, 2010). By seeing information and communication technology growing rapidly from time to time, there is still a possibility that new digital media will emerge in the future. If this happens, Riliv, as a start-up company,

cannot apply it directly without prior research or experimentation. The thing that needs to be seen from the new digital media is its ability and influence on Riliv before finally deciding to use it.

CONCLUSION

Based on the results of the analysis described previously, it can be concluded that Riliv manages the company's Instagram account very well, as can be seen from the structured and scheduled management efforts, starting from making upload mappings, implementing collaborations with other parties, creating content ideas, to evaluating activities. Not only that, but Riliv can also be said to be successful in adapting to the development of an increasingly digital era by utilizing social media Instagram as a means of long-distance communication with external parties of the company. When viewed from the contents of the @riliv Instagram account, the form of uploaded content is also very diverse with information that is certainly valid and sticks to the philosophy of Riliv being formed, namely as a psychology service start-up. Riliv uses almost all the features on the Instagram application to build good relationships and closeness with his followers, especially the comment feature that everyone can see and the direct message feature as an interactive media that is more private.

It can be seen from the interviews that the creation of content ideas primarily still relies on Social Media Manager Riliv, who is not an expert in psychology. The management of Instagram @riliv has been successfully carried out, but it is better if the content creation involves the reliever experts, namely Riliv's trusted psychologist, who provides digital services on the Riliv application. If the reliever experts can get involved too, then Riliv can certainly produce mental health content that is more diverse and

informative because it is obtained directly from the experts.

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