

# TVRI South Sulawesi Broadcasting Adaptation Strategy as a Public Broadcasting Institution in the Digitalization Era

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**Abstract.** *This research aims to find out the adaptation strategy of South Sulawesi TVRI broadcasting as a public broadcasting institution in the digitalization era, supporting and inhibiting factors of South Sulawesi TVRI broadcasting adaptation strategy as a public broadcasting institution in the digitalization era. This type of research is classified as qualitative research. Data collection techniques are observation, interview, and documentation. The data was then verified, processed and analyzed based on qualitative analysis. The results showed that the implementation of TVRI South Sulawesi's broadcasting adaptation strategy has been carried out by procuring digital infrastructure and technology, conducting training to improve human resources and keep up with the times, conducting content research according to public needs, forming a new unit called New Media Content (KMB) where the unit is specifically to see the development of digital media and implementing a digital multi-platform distribution strategy. Supporting factors in TVRI South Sulawesi's broadcasting adaptation strategy are technology and infrastructure, human resources, government regulations, programs aired and collaboration. While the inhibiting factors are viewers and limited funds for production due to budget efficiency.*

**Keywords:** *Broadcasting, Digitalization, TVRI South Sulawesi*

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## INTRODUCTION

The rapid acceleration of digital transformation has fundamentally reshaped the Indonesian media landscape and altered the ways in which audiences' access, consume, and interact with information (Sukmayadi, 2024; Winarko & Avianto, 2024). Digital technologies have introduced new patterns of media engagement characterized by mobility, interactivity, personalization, and on-demand access. Platforms such as YouTube, TikTok, Instagram, and smart TV applications have become central information channels for younger audiences, while legacy media such as television have been compelled to innovate to remain relevant (Maroto-González & Hernández, 2024; Vázquez-Herrero et al., 2021).

This shift is underscored by Indonesia's national digital broadcasting policy, formalized in Law No. 11/2020 and reinforced through the mandatory Analog Switch Off (ASO), which signifies both a technological and institutional transformation. Yet, the true essence of digitalization extends beyond policy implementation it demands organizational adaptation, strategic repositioning, and continuous innovation, particularly for public service broadcasters (Nissen, 2015; Weerakkody et al., 2016; Vaz et al., 2024; Donders, 2019).

Heeks (2016) said that, despite the breadth of discussion surrounding Indonesia's migration from analog to digital broadcasting, much of the existing literature places strong emphasis on national policies, technical readiness, or macro-level infrastructure development. These discussions, while valuable, often overlook the institutional complexities experienced by regional public broadcasters. They frequently fail to address how such institutions negotiate changing audience preferences, integrate emerging technologies, and adapt organizational structures to support digital content production. This creates a significant research gap in the scholarly understanding of how digital transformation is experienced and operationalized at the regional level, especially within institutions like TVRI South Sulawesi that carry both historical significance and contemporary challenges.

TVRI South Sulawesi is one of the regional broadcasting units that has long served as a platform for local cultural representation, public information, and community identity (Bahfiarti & Farid, 2023). However, in the current media ecosystem, the station faces intense competition not only from commercial broadcasters but increasingly from digital-native platforms with high interactivity and algorithm-driven audience engagement strategies. Younger audiences, particularly Gen Z, now gravitate toward short-form, visually appealing, and highly interactive content, which poses a challenge to traditional public broadcasting structures.

The question of institutional relevance thus becomes central: not whether public broadcasting should persist, but how it can strategically evolve to maintain public trust, fulfill its normative mandates, and effectively reach a digital-oriented society. The original manuscript highlighted the digitalization context and TVRI's historical evolution but remained largely descriptive, resulting in a lack of analytical focus. The introduction needed a sharper articulation of the specific problem underlying TVRI South Sulawesi's digital transition.

The research challenge is not merely the existence of digital technology or regulatory change, but rather how TVRI South Sulawesi strategically adapts its organizational practices, content development processes, and technological integration to remain relevant amidst rapid digital disruption. By framing the problem in this manner, the study moves from general contextual narration to a targeted analysis of institutional adaptation. To strengthen its conceptual foundation, the introduction must also anchor the study in relevant theoretical frameworks.

Media Convergence Theory (Murschetz, 2017; Murschetz, 2017) offers a lens for understanding how traditional broadcasting institutions integrate digital technologies and multi-platform distribution strategies. Convergence involves the merging of old and new media, participatory audience cultures, and the circulation of content across multiple platforms elements that directly shape TVRI's transformation. Furthermore, Innovation Diffusion Theory (Tseng, 2017; Russell & Hoag, 2004; Leso et al., 2023; Melitski et al., 2010) provides insights into how new technologies are adopted within organizational structures, influenced by factors such as perceived benefits, compatibility with existing systems, organizational culture, and leadership.

This theory helps explain why some adaptation processes may progress quickly while others face resistance or delays. In addition, Public Broadcasting Theory emphasizes the distinct role of public media in providing culturally diverse, educational, and socially responsible content, even within commercialized media environments. TVRI's mandate to serve public interests distinguishes it from private broadcasters, which may prioritize entertainment or profit-driven content. According to Irani et al. (2023) and Criado & Gil-Garcia (2019) Digital transformation therefore becomes not just a matter of adopting technology but also ensuring that public service values continue to be embedded within new digital formats and platforms.

Despite the opportunities offered by digital technologies such as broader reach, interactive engagement, and multi-platform accessibility regional public broadcasters often encounter constraints including limited budgets, human resource gaps, organizational inertia, and technological disparities. Understanding how TVRI South Sulawesi navigates these opportunities and constraints is essential for evaluating the sustainability of its digital

transformation. Such analysis also contributes to broader academic debates on how public broadcasting institutions adapt to the pressures of convergence, competition, and technological innovation.

## **METHODS**

### **Research Design and Approach**

This study adopts a qualitative research design conducted in a natural setting. Qualitative inquiry is appropriate because the findings sought are meanings, patterns, and interpretations rather than numerical generalizations. The design is field based, with the researcher entering the site where the phenomenon occurs to capture rich, contextualized data through prolonged engagement. In line with phenomenology, the study privileges *verstehen* a deep, empathetic grasp of human action and interaction so that events are interpreted from the perspective of participants while remaining analytically grounded (Sugiyono, 2013; Gunawan, 2015). The analysis proceeds inductively, allowing conceptual categories to emerge from the data, and emphasizes meaning over statistical generalization. Triangulation across methods and sources strengthens the credibility of interpretations.

### **Role and Position of the Researcher**

In qualitative work the researcher functions as the primary instrument who plans the inquiry, gains access, collects data, analyzes and interprets information, and draws conclusions. In this study, the researcher's role is explicitly dual: as a participating insider when engaging in day-to-day interactions at the site and as a reflective observer who documents processes and contexts systematically. The researcher's presence is known to participants to ensure transparency and ethical clarity. Reflexivity is practiced throughout by maintaining a field journal that records assumptions, positionality, and analytic decisions, thereby bracketing potential bias and creating an audit trail that supports dependability of the findings.

### **Research Location and Time**

The research was conducted at the Office of Televisi Republik Indonesia (TVRI) South Sulawesi, located at Jalan Pajonga Dg. Ngalle No. 14, Makassar, South Sulawesi. A three-month period chosen to accommodate scheduling with key personnel, observe routine and special programming activities, and collect sufficient documentary materials. This timeframe provided opportunities to witness workflows related to digital adaptation while minimizing seasonal or event-specific distortions.

### **Data Sources**

Primary data were obtained through direct interaction with key informants who hold strategic roles in TVRI South Sulawesi's digital transition. These include Aswin Tahir as Head of the Information and Technology Implementation Team, Muh. Asif Adisya as Head of Programming and Program Patterns (Producer), and Muh. Eka Setiawan as Administrator of New Media Content. They were selected purposively for their knowledge of technical, editorial, and new-media operations central to the research focus. Secondary data complemented the primary materials and consisted of internal documents, regulations, reports, archives, and relevant scholarly literature, including prior studies and texts that contextualize public broadcasting and digitalization. The combination of primary and secondary sources enables methodological triangulation and supports robust interpretation.

### **Data Collection Procedures**

Data collection used three mutually reinforcing techniques observation, interviews, and documentation applied in an overt manner with informed awareness from participants. Observation focused on everyday practices, decision flows, and interactions within units responsible for information technology, programming, and new media, enabling the capture of nonverbal cues and contextual contingencies that rarely surface in interviews (Bungin, 2001). In-depth, semi-structured interviews were conducted with the three key informants, using an

interview guide that ensured coverage of core topics while allowing participants to elaborate according to their experience. Interviews were audio-recorded with consent and subsequently transcribed to preserve accuracy and facilitate analysis (Soehartono, 2000). Documentation gathered included meeting minutes, internal memos, schedules, workflows, photographs, and other pertinent records that verify and enrich observational and interview data (Siyoto & Sodik, 2015). Together these procedures produce a coherent corpus suitable for triangulated, inductive analysis.

### **Data Analysis Techniques**

The analysis followed an interactive and iterative process characteristic of qualitative research. Immediately after each field engagement, fieldnotes, transcripts, and documents were organized and subjected to initial coding to identify meaningful units related to the research questions. Data reduction then condensed the corpus by focusing on salient segments, refining codes, and grouping them into categories that represent recurring patterns while preserving exceptions and negative cases (Usman & Akbar, 2008). Data display took the form of analytic memos and thematic narratives that juxtapose categories and illustrate relationships among technological adaptation, organizational routines, and content strategies, facilitating interpretive leaps supported by evidence (Sugiyono, 2013). Conclusion drawing and verification occurred continuously as emerging interpretations were checked against the data, revisited through additional questioning, and strengthened by rival explanations. The end point is an interpretive account that clarifies processes and meanings rather than a statistical estimate (Bevir & Rhodes, 2005).

### **Validation and Trustworthiness**

Credibility was enhanced through triangulation of methods, sources, and perspectives, ensuring that claims are corroborated by convergent evidence. Member checking was performed by returning synthesized interpretations to informants for confirmation, correction, or elaboration, thereby aligning findings with participants lived realities. Dependability and confirmability were supported through an explicit audit trail comprising fieldnotes, reflexive journals, decision logs, and versioned analytic memos; periodic peer debriefing and, where feasible, external auditing were used to appraise the logic and evidentiary grounding of interpretations (Carcary, 2020; Bloxham et al., 2015). Transferability was facilitated by thick description of the organizational context, processes, and actors, enabling readers to judge applicability to analogous settings. Reliability in the qualitative sense rested on clarity of interview prompts, fidelity of transcription, consistency of observational protocols, and the researcher's cultural competence and familiarity with the field (Clark et al., 2017; Meadows, 2020). When observational and interview accounts diverged, discrepancies were analyzed rather than suppressed, with attention to role, timing, and context to produce a reasoned explanation.

### **Ethical Considerations and Data Management**

The study adhered to ethical principles of informed consent, confidentiality, and voluntary participation. Participants were briefed on the purpose of the research, the use of recordings, and their right to withdraw without penalty. Pseudonyms or role-based identifiers are used in reporting where appropriate, and identifiable operational details are masked when necessary to protect sensitive organizational information. Digital files, transcripts, and documents are stored securely with controlled access, and retention follows institutional guidance. These safeguards, together with transparent reporting of methods and limitations, ensure that the inquiry is both ethically sound and analytically rigorous.

## RESULTS AND DISCUSSION

### Adaptation Strategies of TVRI South Sulawesi Broadcasting as a Public Broadcasting Institution in the Digital Era

The adaptation strategies of TVRI South Sulawesi as a public broadcasting institution in the digital era were explored through interviews with three key staff members: A.T. (42 years old, Head of Information and Technology Implementation Team), M.A.A. (35 years old, Head of Programming and Program Patterns/Producer), and M.E.S. (35 years old, Administrator of New Media Content).

According to A.T., regarding the adaptation strategies of TVRI South Sulawesi as a public broadcasting institution in the digital era:

*“Nowadays is the digital era, so if media does not transition, it will be left behind. TVRI follows the times; that’s why sometimes we go live on YouTube, Instagram, and even TikTok, to adapt to what the audience wants. TVRI is also starting to adopt AI technology in broadcasting. Since technological change is very fast, we must follow it, otherwise we will be left behind.*

*TVRI has long implemented the ASO (Analog Switch Off). The process started with equipment, then human resources, and other aspects. During the initial transition to digital, TVRI managed the main box so that private television stations relied on us for digital transmission and some still do today, including TV Antara through our transmitters.*

*The transition took quite a long time because many staff were still working with analog systems. To address this, we organized training sessions, and TVRI headquarters regularly holds workshops for staff to learn about digital, IT, editing, and camera operation. Analog cameras are different from digital ones, and editing used to be tape-based, which is no longer the case. The solution was step-by-step training. These workshops were not only for TVRI staff but also open to outsiders.” (Interview with A.T., Monday, June 16).*

Meanwhile, M.A.A., Head of Programming and Program Patterns (Producer), explained the adaptation strategies as follows:

*“Our strategy begins with research, because content is like a product it must meet the interests of the audience. After conducting research, we design program content based on audience needs. Since entertainment is in high demand, we created shows such as Gadde-Gadde and UMKM Kreatif. One of the so-called ‘killer contents’ of TVRI South Sulawesi emerged from this research, with strong ratings.*

*To maintain content quality, we apply pre-production, production, and post-production processes. In pre-production we conduct thorough briefings so that the production stage delivers quality output. If weaknesses are found, we evaluate them during post-production.*

*We must keep up with technological developments, as technology changes every moment. As the holder of one of the digital multiplexes (mux), TVRI has the obligation to broadcast digitally and provide information to society. This is what differentiates TVRI from other television stations.” (Interview with M.A.A., Monday, June 16).*

In line with this, M.E.S., Administrator of New Media Content, highlighted the digital shift:

*“Media today has shifted significantly toward digital, particularly social media and digital content. Media is no longer one-way but two-way, where audiences are involved. TVRI must take advantage of this by utilizing its digital platforms to reach audiences. That is why the New Media Content Unit (KMB) was established in 2017 to specifically address the development of digital media.*

*TVRI South Sulawesi now operates various social media platforms, including YouTube for live streaming, Instagram, Facebook, TikTok, as well as the TVRI News portal and the mobile application TVRI Klik, which allows audiences to watch TVRI broadcasts directly via smart*

*TVs, laptops, and mobile phones. The aim is to expand audience reach and increase interaction with society.” (Interview with M.E.S., Tuesday, June 17).*

Regarding strategies of the New Media Content Unit (KMB), M.E.S. further explained:

*“We use adaptive strategies while maintaining our identity as a public broadcaster. For instance, we provide live-streamed news segments in short formats on social media, in addition to the full broadcast on television. We also produce short video clips of news, office visits, and collaborations.*

*To measure performance, we monitor digital analytics and prepare monthly and quarterly reports on the development of our social media engagement. Content development is based on audience needs, considering the shift toward real-time interaction, faster response, and segmentation.*

*We emphasize strengthening local content and culture so that it becomes more appreciated. Strategies also include transforming conventional media materials into multi-platform content, so broadcasts are not limited to the studio but extend to various social media platforms. The ultimate goal is to maintain TVRI’s mission as a unifying national medium, while promoting local wisdom, education, culture, and public service.” (Interview with M.E.S., Tuesday, June 17).*

### **Supporting and Inhibiting Factors in the Adaptation Strategies of TVRI South Sulawesi as a Public Broadcasting Institution in the Digital Era**

Interviews also revealed supporting and inhibiting factors affecting TVRI South Sulawesi’s adaptation strategies in the digital era.

A.T. described the following:

*“The supporting factor is that TVRI’s facilities are already highly compatible with the digital era. Our studios (Studio 1 and 2) are digital-based, and our transmitters have been digital for the past two years. Moreover, government regulations requiring digital broadcasting reinforce this. Analog signals have been left behind due to their high radiation compared to digital.*

*Financially, our funding is clearly sourced from the state budget (APBN). From the human resources side, we now have many Gen Z employees, including newly recruited civil servants (CPNS), who are more innovative and easily adapt to new technologies, although they still need guidance.*

*TVRI has long implemented ASO, starting from equipment, then human resources, and other aspects. Initially, as the main mux holder, TVRI provided digital transmission for private stations, and this role continues today with channels such as TV Antara.” (Interview with A.T., Monday, June 16).*

M.A.A. highlighted additional factors:

*“Currently TVRI operates four channels, whereas previously there was only one shared channel with TVRI Central Jakarta. In the digital era, regional stations can broadcast independently 24 hours a day. This means unlimited reach, no longer constrained as before.*

*To ensure quality, we adhere to the P3SPS (Broadcasting Conduct Guidelines and Broadcast Program Standards). By following these regulations, we can maintain competitive and responsible content. At the same time, we continue to follow technological developments, since innovation happens every second.*

*Collaboration is also key. Since its establishment, TVRI has always collaborated with local governments, districts, and communities. We even involve influencers and content creators to co-produce programs that resonate with society.*

*However, budget efficiency has become an obstacle, meaning that some programs can only be aired twice a month, such as the program Deng Mampo.” (Interview with M.A.A., Monday, June 16).*

Meanwhile, M.E.S. emphasized:

*“Technologically, TVRI’s infrastructure is already fully digital—we were pioneers in transitioning from analog to digital, so picture and sound quality have improved significantly.*

*We have designed youth-oriented programs for Gen Z, such as Cerita Campuru Makkalak (CCM), Gadde-Gadde, Paraikatte talk show, Apresiasi Budaya, Gelar Seni, and Deng Mampo.*

*Externally, we build collaborations with local governments, educational institutions, creative communities, and private sectors. Through such synergies, TVRI aims to strengthen its position in the digital era as a bridge for information and local culture.” (Interview with M.E.S., Tuesday, June 17).*

### **Adaptation Strategies of TVRI South Sulawesi Broadcasting as a Public Broadcasting Institution in the Digital Era**

In responding to the digital era, TVRI South Sulawesi has developed a set of adaptation strategies to remain relevant as a public broadcasting institution. According to Agwu & Onwuegbuzie (2017), strategy is defined as a process of determining top-level plans that focus on the long-term goals of the organization, accompanied by the formulation of methods or efforts to achieve those goals. The adaptation strategies undertaken by TVRI South Sulawesi represent a form of response to the dynamics of technological change and the evolving media consumption behavior of society. Amid the rapid pace of digitalization, TVRI South Sulawesi seeks not only to survive but also to develop in order to maintain relevance and broaden its audience reach. Adaptation is carried out through a comprehensive approach that includes the modernization of digital broadcasting systems, strengthening human resource capacities, and innovating in content production and distribution.

The first strategic step is the procurement of infrastructure and technology, especially through the implementation of the Analog Switch Off (ASO). ASO refers to the transition from analog television broadcasting to digital broadcasting, enabling free-to-air digital transmission accessible to the public (Hkikmat & Sinaga, 2022). As the primary multiplexing (MUX) operator, TVRI South Sulawesi not only broadcasts its own programs but also provides digital transmission services for several private stations, such as TV Antara. The second step involves capacity building of human resources. Since analog and digital technologies differ significantly, TVRI South Sulawesi organizes regular training and workshops, facilitated by TVRI Headquarters, covering areas such as IT, editing, and camera operation. These training programs are implemented gradually in a step-by-step manner, ensuring staff can adapt effectively.

Third, TVRI South Sulawesi is also exploring the use of Artificial Intelligence (AI) in broadcasting. The incorporation of AI announcers reflects an effort to follow technological advances and to avoid being left behind in the rapidly changing digital landscape. At the content level, adaptation strategies include audience research, since content functions as a product that must align with audience interests. After research, programs are designed based on these needs. To maintain quality, TVRI South Sulawesi applies the stages of pre-production, production, and post-production. Pre-production ensures thorough planning, production focuses on execution, and post-production allows for evaluation and improvement.

In 2017, TVRI South Sulawesi established the New Media Content Unit (KMB) to specifically handle digital media development. This unit manages various platforms such as YouTube (live streaming), Instagram, Facebook, TikTok, TVRI News portal, and the TVRI Klik mobile application. The aim is to expand accessibility across devices such as smart TVs, laptops, and smartphones, while increasing interaction with audiences. Through KMB, TVRI South

Sulawesi has also implemented a multi-platform content distribution strategy, ensuring that its identity as a public broadcaster is maintained. Content is now designed in short, engaging formats for social media, complemented by full versions aired on television. KMB also utilizes digital analytics to monitor performance, producing monthly and quarterly reports to evaluate audience engagement trends. Thus, TVRI South Sulawesi's adaptation strategies reflect a holistic approach combining technological innovation, human resource development, audience-oriented content production, and multi-platform distribution.

### **Supporting and Inhibiting Factors in the Adaptation Strategies of TVRI South Sulawesi Broadcasting in the Digital Era**

Based on the findings, several supporting and inhibiting factors influence the adaptation strategies of TVRI South Sulawesi. As the main multiplexing operator (MUX), TVRI South Sulawesi possesses the necessary infrastructure to face the digital era. Its studios (Studio 1 and Studio 2) are fully digital, and its transmitters have been operating digitally for two years. Digital broadcasting enables broader coverage and higher quality in both sound and image compared to analog. Moreover, unlike the past, when regional broadcasts had to share frequency with national TVRI, today TVRI operates four independent channels: TVRI Nasional, TVRI Lokal, TVRI World, and TVRI Sport. This allows for 24-hour broadcasting with unlimited reach. Regulation plays a central role in supporting TVRI's digital adaptation. Broadcasting regulations cover structure, behavior, and content (Feintuck, 1998; Muhammad Mufid, 2010). TVRI South Sulawesi complies with the Indonesian Broadcasting Commission's guidelines (P3SPS No. 01/P/KPI/03/2012), ensuring that its content remains responsible and public-service oriented. Furthermore, Law No. 11 of 2020 on Job Creation mandates the migration from analog to digital broadcasting, officially implemented on November 2, 2022. These regulations reinforce TVRI's role as a pioneer in digital migration.

Collaboration has also become a vital supporting factor. TVRI South Sulawesi regularly collaborates with local governments, regional administrations, educational institutions, creative communities, and private sectors. Partnerships with influencers and content creators have also been established to create programs more attractive to younger audiences. Such collaboration strengthens TVRI's role as a bridge for information and culture in the digital era. TVRI South Sulawesi emphasizes the production of local content, aligning with audience interests and cultural identity. Programs are developed through research to capture trends, particularly those appealing to younger generations (Gen Z). For example, programs such as *Cerita Campuru Makkalak (CCM)* and *Gadde-Gadde* have successfully attracted audiences, with the latter even recognized as a "killer content" program due to its high ratings. This demonstrates how locally rooted content can achieve both popularity and cultural preservation. Human resources play a crucial role in organizational adaptation (Megdad & Çağlar, 2024; Mattajang, 2024).

The recent recruitment of young civil servants (CPNS 2024) has provided TVRI South Sulawesi with innovative, tech-savvy employees who can better adapt to digital transformation. With proper direction, these new staff members contribute significantly to digital innovation. Despite these strengths, TVRI South Sulawesi also faces several challenges. Although operational funding is covered by the state budget (APBN), efficiency measures often limit content production. For example, certain programs such as *Deng Mampo (Dendang Mari-Mari Poso)* are only broadcast twice a month due to budget constraints. Limited financing restricts the station's ability to produce diverse and continuous content. Another challenge lies in changing audience behavior in the digital era. Viewers increasingly seek up-to-date, interactive, and on-demand content, influenced by the rapid pace of social media trends. This creates pressure for TVRI South Sulawesi to continuously innovate in order to maintain loyalty and attract younger audiences, amidst fierce competition from commercial broadcasters and online platforms.

### **CONCLUSION**

TVRI South Sulawesi's broadcast adaptation strategy is implemented through the procurement of digital infrastructure and technology, training to improve human resources and

keep up with current developments, conducting content research tailored to community needs, establishing a new unit called New Media Content (KMB), specifically tasked with monitoring digital media developments, and implementing a multi-platform digital distribution strategy. Supporting factors in TVRI South Sulawesi's broadcast adaptation strategy include technology and infrastructure, human resources, government regulations, broadcast programs, and collaboration. Meanwhile, inhibiting factors include audience size and limited production funds due to budget efficiency.

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