

# Human Resource Management in Broadcasting Organizations

Muchammad Ainur Rofiqi<sup>1</sup>, Ikes Niswatul Bestari<sup>1</sup>, M. Nauval Zhahfran Fauji<sup>1</sup>, Nadya Latifatu Rohmah<sup>1</sup>, Evi Fatu Sholiha<sup>1</sup>, Faruq Faruq<sup>1</sup>

<sup>1</sup>Department of Islamic Psychology, Faculty of Ushuluddin, Adab, and Da'wah, UIN Sayyid Ali Rahmatullah Tulungagung  
Tulungagung  
[rofiqikuliah@gmail.com](mailto:rofiqikuliah@gmail.com)

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## **Keywords:**

*HR  
Management  
Broadcasting  
Organization  
HR  
Management  
Strategy*

## **ABSTRACT**

Human Resource (HR) management is one of the most important factors in determining organizational success. One of them is a broadcasting organization. This research aims to identify the HR management process in broadcasting organizations and find implementation strategies. This type of research uses qualitative research methods with a phenomenological approach. This research uses purposive sampling data collection techniques with five participants at the SATU TV broadcasting organization with the following characteristics: first, the participant must be an organizer and currently serving in one of the broadcasting organizations, the second must have experience in being a producer or in leading the program, on the organization. The data collection instrument used was interviewed. The research results reveal the process of HR management in broadcasting organizations as follows: 1) division of tasks and authority, 2) becoming a forum for talents and interests, 3) established communication, 4) HR development, and 5) evaluation. The strategies carried out in the management process are as follows: 1) there are challenges to finding solutions for, 2) approach the crew, 3) overcome boredom with holidays, and 4) empower seniors in the production process if they experience difficulties. The results of this research can help organizational producers in the broadcasting sector manage HR.

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## **Corresponding Author:**

Faruq Faruq

Department of Islamic Psychology, Faculty of Ushuluddin, Adab, and Da'wah, UIN Sayyid Ali Rahmatullah Tulungagung

Email: [faruqf4@gmail.com](mailto:faruqf4@gmail.com)

## **1. INTRODUCTION**

An organization is a well-organized and structured system with mutually agreed goals and is realized by working together with all Human Resources (HR) in the organization based on the positions within it [1] [2]. One of the organizations on campus is the Broadcasting organization. Broadcasting is a group of parts in the communication delivery media that operates in the fields of technology and broadcasting [3]. Among the parts of broadcasting are television and radio [4].

An organization has the potential to become a good and quality organization if the collaboration of all members of the organization runs optimally [5]. Leaders must have strategies for organizing and managing HR and maintaining the enthusiasm and motivation of their members. Leaders who regulate the running of the organization, communication between members, member motivation, and a clear flow of coordination in the running of the organization [6]. The position of the leader in managing the performance of members helps to achieve goals in the organizational system within it [7] [8]. This organization can be seen from HR management, which leaders in an organization regulate [9].

HR management manages the relationships and roles of individuals' resources efficiently and effectively. It can be used optimally to achieve organizational goals [10] [11]. HR management is a strategic matter and has an important role in all organizations, which can contribute to success for the organization so that later it can create competitive advantages that exist in the organization [12]. Success in managing existing HR can be a factor in sustainability in the organization [13] [14]. There are ways and strategies in planning HR management that must be implemented [15]. Good HR management can provide a competitive advantage, which can be a long-term hope for the organization if it implements good HR management to get the best opportunities [16] [17]. Several HR management activities include recruitment and selection, interviews, rewards, and participation, which can be directly experienced by crew or employees from the organization [18] [19].

The success and ability of a leader in managing the HR management process can make HR and the organization itself a higher quality [20]. Apart from the work program or activities carried out, the HR management process is very influential in the running of an organization [21]. Good organizational quality can be seen from its success and ongoing continuity, both in existing programs and quality HR

management patterns [22] [23]. Therefore, the quality of good HR can make the organization excellent and high quality, too [24].

This research aims to explore the experiences of producers or leaders of organizations operating in the broadcasting sector in the context of HR management to show the quality and how strategies are implemented in the management process. It is hoped that from this research, we will find out how HR management exists in organizations operating in the broadcasting sector and also the strategies used by leaders in managing existing HR. This is beneficial for organizations and producers who lead organizations in the process of implementing HR management.

## **2. METHOD**

The research method used in this research is qualitative with a phenomenological approach. Qualitative research methods are used to examine natural objects where the researcher is the key instrument, data collection techniques are combined, data analysis is inductive, and the results of qualitative research emphasize meaning rather than generalizations [25]. The data collection technique in this qualitative research was a purposive sampling technique with five participants at a broadcasting organization called SATU TV with the following characteristics: first, the participant must be an organizer and currently serving in one of the broadcasting organizations, the second is that they have experience in becoming a producer or lead the program in the organization.

The location of this research is the Sayyid Ali Rahmatullah State Islamic University, Tulungagung. The data collection tool used in this research was interviews. Interviews were conducted to find out and complete the data and obtain accurate data and suitable data sources [26]. This interview technique is expected to explore information, thoughts, ideas, and experiences of the producer or leader of the organization. The data analysis used was IPA (Interpretative Phenomenological Analysis), which grouped and determined the results of interviews with several supporting tables. The steps in science analysis are reading the data results several times, making initial notes and exploratory comments, creating emergent themes, and compiling superordinate themes [27].

### 3. RESULTS AND DISCUSSION

The first research finding is a division of tasks and responsibilities carried out by the entire crew. The functions carried out by the crew are divided into several divisions, like an organization in general. The divisions in the program in this organization include producer, assistant producer, creative, camera person, editor, video editor, graphic designer or designer, and technician if needed. The management process in this organization is generally carried out by a leader called a producer. The process of becoming a producer takes some time. The organization's producer is assisted and regulated by a superior called the director. The director, producer, and all organization members work together to regulate the HR management pattern. The running of management in an organization can be seen from its programs. One producer leads the course of one program until the program ends. There are no specific rules for how long crew members serve. It depends on the needs and programs in the organization, as stated by Participant 1 below:

*"For example, in the program, there is a producer, there is an assistant producer, there is a creative team, there is a camera person, there is an editor, there is a video editor, there is a graphic design/designer, there are about 6 to 7 of them. We make the HR ourselves, fellow members together with the director. As for the program, as long as he is still a student and the program is still there, God willing, he will still be the producer. According to the regulations or rules in "One TV," no rules exist for the length of service. For example, when we enter semester 3, even if we graduate there, it won't be a problem."*

It can be concluded from the first finding that the division of tasks and authority in the broadcasting sector organization is led by a producer, with management such as assistant producer, creative, design, video editor, and so on. There is no length of time in office, depending on the existing programs in the organization. The process is accompanied by the director, who is the person in charge of the organization.

The second research finding is that there is a place to accommodate talents and interests. This organization is a forum for students who have an interest and talent in the field of broadcast, journalism, and any media by opening recruitment. Before recruitment, this organization did not have a clear structure, and position positions or divisions were still not neatly arranged. After recruitment is held, you automatically have to create a structure with the division of tasks and existing divisions. Currently recruiting members, all majors can join without significant background, so the reach is more comprehensive. The

management process in this organization allows prospective applicants to choose according to their abilities and the criteria for each field. This is to Participant 1's statement, namely:

*"Gathering students who have interest and talent in the field of broadcast, in any media field, we accommodate journalists by conducting open recruitment. Now, all faculties can participate, so the reach is wider. We provide a platform to accommodate them in their respective fields."*

The program ran smoothly because of the forum and freedom that the producer gave the crew to express their ideas and opinions. But in this case, not all thoughts are immediately expressed. According to Participant 3's statement

*"So all the crew can also express ideas and opinions. For the smooth running of the program, there are a lot of thoughts; of course, not all of them can be accepted directly; they are accepted raw, so there must be something called miscommunication."*

It can be concluded that the second finding from this research is that organizations become a forum for accommodating someone's talents and interests. Organizations can accommodate all kinds of educational backgrounds; the most important thing is the ability and willingness to learn and provide opportunities for members to convey ideas for their organization.

The third research finding is communication in broadcasting organizations. Communication between members is prioritized and maintained so that the program runs smoothly. In program production, good mood and communication are needed so that there are no obstacles in carrying out production. This is to Participant 1's statement, namely:

*"Don't break up communication; sometimes, if the program isn't produced, we never communicate again. If you invite me again, I won't be enthusiastic because the feeling of wanting to produce again has disappeared. In fact, for production, you need a mood. You also need good communication."*

From the third research finding, it can be concluded that the organization implements good communication between crew and producers to create a good mood so that work programs can be carried out well and smoothly.

The fourth research finding is the development of HR through skills training for the crew, as stated by Participant 1 as follows:

*"So we tried these friends to be able to upgrade their skills to become producers. For example, when there is an event, someone wants to be an*

*assistant producer, and when there is the next event, he can be a producer. "They upgrade their skills not only in one thing, but if possible; they can experience all crew duties."*

Furthermore, skill development through various programs is created so the crew can continue upgrading their skills. As stated by participant 3 as follows:

*"Creating light video content is also part of broadcasting. The video can later be used as social media content. So making light videos is one way to upgrade skills."*

From upgrading crew skills, if there are deficiencies, their work program will be corrected and improved. Participant 4's statement is as follows:

*"We are upgrading skills by improving the shortcomings of previous work programs so that the next program can be even better."*

This fourth research finding concludes that there is HR development through upgrading the skills of each crew and producer so that performance will be created that is even better than before. It is hoped that they will not only master specific skills but also various skills.

The fifth research finding regards the evaluation of programs that have been implemented. The review was carried out based on sources interviewed in different ways but still with the same aim, as stated by Participant 2, namely:

*"Evaluate programs already running, such as the "Info Satu" program. In news programs, we have to understand journalism. Written journalism and television journalism are different."*

Meanwhile, participant 3 said that the evaluation that had been carried out was as follows:

*"There must be an evaluation carried out after every shooting. Yesterday, I ran the Ramadhan Lantern program. The Ramadan program only runs for one month. After shooting is finished, we chat and evaluate the program. The evaluation carried out does not have to be formal. We chat normally to see the shortcomings of today's shooting that can be corrected in the next shooting."*

The fifth research finding concludes that the crew and producers evaluate each program to find out the program's shortcomings and take corrective steps so that the following program can be implemented even better.

The sixth research finding is regarding organizational challenges in programs that have been implemented. With the rejection from outside

parties who were invited to collaborate, this became a challenge in the program creation process. As stated by participant 1 as follows:

*"We want to submit a proposal to create a program. This proposal is useful so we can get a discount or even free. "However, this is very difficult because we are campus media, and the benefits we provide to them are quite difficult because the only external media we can get are YouTube and social media."*

Meanwhile, participant 2 said that challenges from external factors and internal factors were as follows:

*"External factors, for example, we work on instructions from the rectorate. The rector asked for it to be live because there would be guests from government officials, so the director instructed us to be on standby the next day, and we had to be ready and willing to carry out the rector's orders. We are looking for crew who are not currently active. Furthermore, there is another challenge if, during production hours, someone is working, studying, or sick. The internal challenge factor is miscommunication. For example, when covering news, there are human errors, such as spelling mistakes in names. Another challenge is dealing with someone's different mood swings. The producer must know the mood swing conditions of the crew. Producers cannot be authoritarian."*

Meanwhile, participant 3 said that internal factors were as follows:

*"The internal challenge remains communication. We have several programs led by several producers. All the crew members can express their ideas and opinions to ensure the smooth running of the program. The thoughts of many of the crew cannot be immediately accepted. "Often different perceptions can cause the program to run less well."*

Then other challenges were conveyed by participants 4 and 5, as follows:

*"For example, if there is a big event, you need a lot of members because it's on the news and live. For example, we need ten people, but it turns out that only eight people can do it, so it is difficult for us to find replacements for two people. "The difficulty is because each individual's character is different; for example, we want it to be like this, but others want it to be different."*

It can be concluded that the sixth research finding is that the challenges faced by producers and crew come from within and from outside. Organizations have challenges and problems.

The seventh research finding is regarding management strategy. As stated by Participant 1 as follows:

*"I sometimes approach the crew to ask how they are doing, and after that, we chat. As a producer, sometimes I invite the crew to have coffee and chat to come up with ideas or whatever we can make into a program. We don't always discuss programs. The most important thing is that communication doesn't break down. Sometimes, we never communicate again if the program is not in production. This makes the crew no longer enthusiastic because the desire to produce again has disappeared. "Indeed, production requires a mood."*

Then, based on participants 1 and 2 they said that the way to avoid getting bored is as follows:

*"To overcome boredom, we refresh first. When outside the office and outside office hours, we don't talk about Satu TV. When we work, we create a happy or pleasant atmosphere and are not too formal. We also joke around so that we don't get tense during production. When the production remains, there are moments of tension and joking. Because we don't have any barriers between others, we just enjoy it and don't get offended easily. This is to create a happy atmosphere."*

Meanwhile, the way to avoid getting bored is through verbal messages, according to participants 4 and 5 as follows:

*"Producers sometimes create motivating ways, such as inviting the crew to get together and convey what's in their hearts. So, when we don't have work programs, we drink coffee and discuss remaining a crew. To motivate the crew, such as reminding them that initially registering means they are committed to learning. After studying and being able to do it, don't go out as if you have forgotten the services of Satu TV. We can seek more knowledge outside but still spend time on Satu TV."*

The research results that we have found, as conveyed by participants 1 to 4, who discussed senior empowerment, are as follows:

*"Senior and junior producers help each other. As a junior producer, I always discuss with senior producers to find out about the television ecosystem and how it works. Our seniors have time to share and discuss with the seniors. So, even the seniors, after being from SATU TV, still monitor it. They are involved in the development of the SATU TV process. There is no such thing as resigning from SATU TV even though we have graduated from college, so we are still part of SATU TV. However, we are no longer involved in sharing and discussing the future development of SATU TV. Seniors play a role in helping find solutions and educating us as producers."*

It can be concluded that the seventh research finding is that the producer implements a management strategy for each crew so that the



crew's enthusiasm is maintained. Seniors play a role in educating and helping juniors in the conditions needed.

#### **4. CONCLUSION**

Based on the results and discussion above, it can be concluded that five HR management processes occur in organizations operating in the broadcasting sector. Among them are: 1) a division of tasks and authority within the organization, which the producer leads, and several divisions supervising him. 2) Making the organization a forum for accommodating talents and interests by opening recruitment and placing them in places that suit a person's abilities. 3) Good communication between crews in the organization is essential to ensure smooth production processes. 4) HR development is needed to increase the crew's capabilities by conducting training at events or programs and inviting them to join essential roles in the event so that they will get used to it and have a lot of experience. 5) An evaluation is carried out to identify deficiencies and weaknesses that could be used for further improvement. Producers can apply processes to organize HR management within the broadcasting organization according to the capabilities and conditions of the crew.

Furthermore, strategies or methods a producer can use to monitor existing HR management are also obtained. Producers can use strategies to implement the HR management process: 1) looking for solutions to existing challenges, using challenges as stepping stones to develop and improve processes in managing HR management, and 2) approaching the crew by asking how they are and what they care about. What is needed by the crew as an effort to avoid experiencing boredom which can be applied as a strategy in HR management, namely 3) holding a holiday together to refresh the staff due to boredom while in the studio, and 4) the producer can also consult with seniors if they experience difficulties and obstacles encountered during the production process, so that from there good HR management will be created, and will make a quality broadcasting organization.

Based on the results of this research, there are still limited subjects in research; for further research, we can add subjects from organizations operating in other broadcasting fields, such as radio, etc. Apart from that, the limitations of the scope of higher education also mean that the crew's experience is limited, in contrast to crews who are professionals working on national television, so it is recommended to expand the range of research subjects. Based on the results of this research, it can be used as

a reference for producers who still feel confused about managing HR management in their organization. The results of this research can help broadcast organizations and leaders manage their organizations.

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