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Interaction Communication of Work System Adjustment at TVRI North Sulawesi Station

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Abstract. This study aims 1) to find out, analyze and interpret the interaction communication of the adjustment of the new work system at TVRI North Sulawesi Station; 2) to find out, analyze and interpret the factors that influence the interaction communication of the adjustment of the new work system at TVRI North Sulawesi Station. The research method is a qualitative research method using a purposive side. Data collection techniques were interviews, documentation studies and observations conducted at the North Sulawesi TVRI Station Office. The results of the study show that the new work system, namely the Electronic-Based Government System (SPBE), has not been implemented smoothly. This new system actually caused problems at the TVRI North Sulawesi Station office, namely constraints and limitations on equipment and staff. The strategy used to overcome this problem is to build communication based on motivation towards organizational targets, build synergy and create horizontal communication between employees through the right media under the encouragement and direction of the leadership in order to mobilize all existing potential.

Keywords. Communication, Interaction, Work System, TVRI North Sulawesi Station

A. Introduction

The wave of Bureaucratic Reform continues to roll in all ministries, institutions, including local governments. Bureaucratic reform is one of the government's efforts to achieve good governance through renewal and fundamental changes to the governance system, especially regarding institutional (organizational) aspects, management and human resources of the apparatus.

With this Bureaucratic Reform Grand Design, TVRI as a Public Broadcasting Institution/LPP cannot be separated from implementing Bureaucratic Reform. There are 8 Bureaucratic Reform working groups within TVRI with the target results to be achieved, along with various changes on both sides. Of the many changes as a result of the Bureaucratic Reform, there are 3 fundamental changes that are the focus of attention because they have an impact on the emergence of problems in adjusting the new work system.

These changes include reducing the bureaucratic levels within the LPP TVRI environment and being replaced by a work team. This is part of the simplification of the bureaucracy in order to increase work effectiveness and efficiency. In addition, changes in the

implementation of electronic-based budgeting services in the Financial System (Simkeu) in order to strengthen accountability in order to increase the effectiveness and efficiency of budget use within LPP TVRI. And the implementation of staffing services in the electronic-based Personnel System (Simpeg) in order to increase transparency and accountability in the management of HR apparatus within the TVRI LPP environment.

These changes were part of the Bureaucratic Reform which was carried out at 32 Regional Broadcasting Stations (Local Stations), one of which was TVRI North Sulawesi Station. The impact of adjusting the new work system, then at TVRI North Sulawesi Station, problems arose in terms of interaction communication and coordination between work teams, especially in the core business (core activities). Especially with the implementation of the Electronic Based Government System (SPBE) in the Financial System (Simkeu) and the Personnel System (Simpeg) there has been strict control over the effectiveness and efficiency.

The problems arise in the Production activity plan, especially for Outside Studio. It often happens that the production planning of the head of one work team collides with the production plan of the head of another work team.

The condition of colliding time is still possible for the 2 production work teams, the rest will experience problems due to the limitations of the equipment used and the officers who will carry out the activities. This means that if the time collision in production planning exceeds 2 work teams, the other work teams cannot carry out production. The other work team leaders were forced to give in and postpone their activities. Whereas on the one hand, each work team leader has a target related to a performance contract where this performance contract is part of TVRI North Sulawesi's performance target as well. If the target is not achieved, it will have an impact on budget absorption. On the other hand, if there is always a work team that has to give in, it is feared that it will have an impact on interpersonal relations which will create uncondusive conditions in the future.

The application of an electronic-based financial system has become a control over the efficiency of the production budget. To avoid double counting, the system will automatically block the names of officers registered in 2 work teams at the same time. The implementation of an electronic-based Personnel System (Simpeg) has also increased the accountability of HR management. Officers who carry out tasks outside the office must upload (attach) an assignment letter for clarity on the administration of officer data. This means, the assignment letter becomes very important.

In fact, collisions during several production activities outside the studio have often occurred before and were not a problem. The previous system implemented payment of officers' money on a per activity basis. With this system, it allows officers to become team members in other activities if the previous team activities have finished earlier. But in the new work system, payment of officers' money is calculated per day. With this system, officers become part of the work team during the grace period according to the assignment letter and cannot carry out tasks in other teams even though they have finished carrying out tasks earlier in the previous team. The bureaucratic reform that was carried out with the implementation of the SPBE which was part of it, has become a control whose impact has been greatly felt. A brief description of the comparison of work systems before and after the Bureaucratic Reform was carried out, including when electronic-based services were implemented, will be explained below. There was a change in the organizational structure as part of the simplification of the bureaucracy. Prior to RB, the structure of LPP TVRI North Sulawesi Station consisted of a Station Head, who supervised the Head of Program Section, Head of Engineering Section, Head of News Section. The Head of the Program Section oversees 2 sub-sections namely the head of the

Program and Broadcasting sub-section and the head of the Business Development Sub-section. The Head of the Technical Section is in charge of 3 Sub-Sections, namely the Head of the Production and Broadcasting Sub-Section, the Head of the Transmission Sub-Section and the Head of the Facility Sub-Section.

The News, Program and Engineering Section is the core business or core activity in the production of programs on TVRI North Sulawesi Station which is the main task of TVRI as a television medium. In addition, there is the Head of the General Sub-Division and the Head of the Finance Sub-Division who are supporting or supporting the program production activities. All who are included in this structure, are Structural Officers. Thus there are 11 Structural officials at LPP TVRI North Sulawesi with tiered bureaucracy. With a structure like this communication is done in stages. With the implementation of Bureaucratic Reform at TVRI, there was a change in the new structure at the broadcasting station, namely Structural Officers consisting only of the Head of the Station and the Head of the Administration Sub-Division. Simplification of the Organizational Structure was carried out with the enactment of Perdir no 18 and 19 of 2020 and Perdir no 23 of 2021 concerning SOTK (Organizational Structure of Work Procedures) for LPP TVRI and Broadcasting Stations. For other structural officials, an equalization is carried out to become functional officials whose inauguration has been carried out in November and December 2020. This is in line with the spirit of poor structure, rich in function. This Functional Officer is directly responsible to the Head of Station.

Furthermore, with this new structure, assignments in the work system at TVRI are carried out through work teams. Assignments can be through the appointment of the head of the party or voluntary submission to the head of the party. While the Administrative Sub-Section, has the task of carrying out administrative, management, secretarial, correspondence and household affairs as well as providing support, facilitating and compiling activities for planning, finance, staffing, management of state property, filing and monitoring, evaluation and reporting as well as activities other functional and non-functional units in the TVRI LPP Organizational Unit in carrying out the role of support for accelerating the implementation of work system adjustments.

The rolling of Bureaucratic Reform has encouraged the implementation of electronic-based services including Financial System services (SimKeu). Some of the advantages of implementing Simkeu include that this service requires a transfer system for each payment transaction. The goal is to avoid cutting payments or not even reaching the destination. Before RB, financial services were still manual. Payment or disbursement of funds is made at the cashier and there is a high potential for extortion or even the disbursement does not reach the person concerned. Another advantage of SimKeu is that payments to officers are also a transfer system and are equipped with controls via blocking. The goal is to avoid double counting. Of course this is security protection for those concerned in addition to budget efficiency. Before RB, manual payments were still made which allowed double counting or two payments to the same officer. The assumption is that an officer carries out activities in one place, but the name of the officer (unbeknownst to the person concerned) is also included in other activities simply to take advantage of the officer's money. This is a potential violation of the rules because the system considers it impossible for the same officer to be in two different places at the same time. The application of the Simkeu service is very helpful as protection for officers.

One more advantage of implementing the Simkeu service is in calculating the realization and remaining budget ceiling. With a manual system, calculating the realization and the remaining budget ceiling takes time. This has an impact on the time needed to prepare a revised budget. Even though there are certain times, especially at the end of the year, the speed

of budget revision is urgently needed as part of a budget absorption strategy. The implementation of electronic-based financial services will make it easier and faster to update (latest data) the realization and remaining budget ceilings which have an impact on data convenience for budget revisions. Of course the financial services mentioned here are only a small part of the budgeting function.

Another electronic-based service that is implemented is the Personnel System (Simpeg). Before the Bureaucratic Reform, the attendance system at North Sulawesi TVRI Station used finger prints. Meanwhile, letters of assignment, permits, letters of dispensation, etc. are still entered in manual form. But after electronic-based services, the attendance system is carried out using an application. This system requires employees to be absent at the office, by attaching photos taken at locations around the office. The distance that is tolerated by the Simpeg application is a radius of approximately 100 meters from the central point of the office lobby. If it passes through this radius, the location point will not be read by the system. Simpeg also requires that all letters, including assignment letters, permits, leave letters and others, must be uploaded on Simpeg, with supporting data, one of which is a photo (if carrying out tasks outside the office).

B. Literature review

Public Organization

According to Taliziduhu Ndraha in Rifaldi (2018), a public organization is an organization established to meet the community's need for public services and civil service. This organization aims to serve the needs of society for the sake of welfare as mandated by the constitution as a basis for its operations. Public organizations are oriented towards serving the community, not profit or profit[1].

According to Fahmi (2013) a public organization is a forum that has multiple roles and was founded with the aim of being able to provide and realize the wishes of various parties and satisfaction for the owner is no exception.[2]. According to Stephen P. Robbins (1990) public organizations are social units that are consciously coordinated, with a relatively identifiable boundary that work on a relatively continuous basis to achieve a common goal or group of goals. The definition of public organization with regard to the process of organizing[3].

According to Handoko (2011), organizing is the process of compiling an organizational structure that is in accordance with the goals of the organization, its resources, and the surrounding environment. Thus the result of organizing is the organizational structure with regard to the suitability of the bureaucratic organization that is the organizer of public policy implementation[4]. According to Sulistyani (2019) views public organizations as government agencies that have formal legality, facilitated by the state to carry out people's interests in all fields that are complex in nature[5]. According to Mahsun (2006) public organizations are not only social organizations, non-profit organizations and government organizations. Public sector organizations are organizations that deal with the public interest and provide goods or services to the public that are paid for through taxes or other state revenues regulated by law.[6].

Organizational Development

Schermerhorn, J.G Hunt, Richard N.Osborn (1991) Organizational Development is the application of behavioral science in a long-term effort to improve the ability of organizations to cope with changes in the external environment and improve the ability to solve internal problems[7]. J. Bernard Keys (1997) defines Organizational Development as an effort assisted by top management for the effectiveness of the total system (organization) through a series of

planned interventions[8]. song. P Siagian (1985) defines Organizational Development as a management theory, meaning a series of concepts, tools and techniques for carrying out long-term planning with a focus on the relationship between work groups and individuals associated with structural changes[9].

In organizational development activities there are various methods which are basically grouped into 2 types, namely the method of developing behavior, and the method of developing skills and attitudes. Behavioral development method or Behavioral Development Methode is a method that seeks to investigate in depth about the process of group and individual behavior. The method of developing skills and attitudes is a training program that is carried out continuously with the aim of increasing the knowledge, skills and attitudes of members of the organization. Therefore what is meant by training or training is a process of developing skills, knowledge, skills, expertise, and behavioral attitudes of members of the organization[10].

Organizational Behavior

The study of organizational behavior is a new dimension in the arena of organizational science and management studies. Organizational behavior as a translation of Organizational Behavior, is defined as a study concerning aspects of human behavior in an organization or a particular group. We get to know more about organizational behavior, meaning we try to prove that there are fundamental changes in the scope of organizational science and management today. The basic organization of human behavior is increasingly being felt as an urgency for every management at any level with the practical aim of determining how human behavior affects efforts to achieve organizational goals[11].

According to Stephen P. Robbins-Timothy A. Judge (2009), Organizational behavior (organizational behavior) is a field of study that investigates the influence that individuals, groups and structures have on behavior in organizations, which aims to apply knowledge to improve the effectiveness of an organization. Organizational behavior is a real field of study to be studied with various forms of knowledge[12].

According to Fahrudin (2020), organizational behavior is essentially the results of interactions between individuals in their organizations. So to understand behavior first it is better to know in advance the individuals who support the organization[13]. Meanwhile, according to George & Jones (1997) stated organizational behavior as a study of the various factors that influence the actions (act) of individuals and groups within the organization and the way the organization manages its environment[14]. In this case George & Jones, as well as Robbins and Judge (2013) and Gordon (2002), illustrate that the study of organizational behavior provides a series of tools, namely concepts and theories that can help people understand, analyze, and explain behavior in organizations.

Organizational behavior is a field of science that continues to develop along with the development of society to help managers and society in general to understand humans better so that increased productivity, customer satisfaction, and a better competitive position can be achieved through the implementation of better management.

Organizational Communication

According to Wiryanto (2006), organizational communication is the sending and receiving of various organizational messages within formal and informal groups of an organization. Formal communication means communication that is approved by the organization itself and is oriented towards the interests of the organization. The contents are in the form of work methods in the organization, productivity, and various types of work that must

be carried out in the organization, for example: memos, policies, statements, press conferences, and official letters. Informal communication is socially approved communication[15].

Creating synergy is an important part of the organization, because synergy is "the cooperative act of two or more persons working together to accomplish more than they could working separately" (Mondy & Premeaux, 1998)[16]. According to Liliweri (2014), organizational communication has three main purposes, namely as organizational action, sharing information, and displaying feelings and emotions [17].

According to Effendy (2003) communication if understood correctly will be able to prevent and eliminate conflicts between individuals, between groups, between tribes, between cultures, between races, foster unity and unite humanity on earth.[18]. Goldhaber (2020) reveals that organizational communication is a process for building and exchanging information and messages in a network that depends on one another[19].

Public Communication

Communication is defined as the process of sending and receiving information which is one of the resources to maintain, maintain, promote and develop the organization dynamically according to its goals. Besides that, communication can also be interpreted as the process of conveying information in the form of ideas, opinions, explanations, suggestions and others from the source to and to obtain, influence or change the response according to what the information source wants (Nawawi, 2001)[20].

With good communication will help the smooth running of the organization, and vice versa. Effective communication is an important part of all organizations. Rubben (in Muhammad. 2004) provides a more comprehensive definition of human communication as follows: Human communication is a process through which individuals in their relationships in groups, in organizations and in society create, transmit, and use information to coordinate their environment and other people[21].

Sutisna (2002), "Communication is the process of channeling information, ideas, explanations, feelings, questions from person to person or from group to group"[22]. Hellrigel and Slocum in Djatmiko. 2003, "Communication is the process by which management functions, planning, organizing, leading and controlling are carried out"[23]. Lewis in Hoy & Miskel (2006), Communication is defined as giving messages, ideas or attitudes resulting from an agreement or mutual understanding between the sender and the recipient. Keith Davis (1978), "Communication is defined as the process of passing information and understanding from one person to another"[24].

C. Method

The research method used by researchers is a qualitative research method. According to Creswell (2012) in Sugiyono (2011) qualitative research means the process of exploring and understanding the meaning of individual and group behavior, describing social problems and humanitarian problems.[25].

The research was conducted at the TVRI North Sulawesi Station Office which is located in Banjer Village, Tikala District, Manado. The focus of this research is on Interaction Communication of Work System Adjustment at TVRI North Sulawesi Station, in this case it is more focused on Core Business interaction communication or core activities. In this core business there is a Program team, News team, New Media team, all three with the functional position of Broadcast Manager and the Engineering team with the Broadcast Technician Functional Position. Data sources are primary and secondary data sources using data collection

techniques, namely interviews, documentation studies and observation. The data analysis technique used is the qualitative data analysis model of Miles and Huberman (1994) which is divided into three stages, namely data reduction, data presentation and drawing conclusions. Checking the validity of the data includes a test of credibility, test of dependability and test of objectivity[26].

D. Result and discussion

TVRI North Sulawesi's target practically is the ability of North Sulawesi TVRI to fill 7 hours of broadcasts every day. In filling out 7 broadcast hours every day, TVRI North Sulawesi Station produces 19 local shows and 4 PAT programs (Integrated Program Program). Local programs are programs produced by TVRI North Sulawesi Station and broadcast on regional broadcast TVRI channels. Whereas PAT is a program produced by North Sulawesi TVRI Station, then ready-to-air material is sent to Jakarta, included in the national broadcast program pattern and aired on the National TVRI channel. However, PAT produced by TVRI North Sulawesi, is also shown in regional broadcasts.

The fact is that there are limited staff and technical equipment who are only able to serve 2 productions outside the studio on the same day. Moreover, SPBE in the management of SimKeu has become a strong control, resulting in officers who are still involved in one production team, unable to join another production team, even though they have completed tasks earlier in another work team. For all types of event production such as Live Studio, Taping Studio, Live outside the Studio and Taping outside the Studio, the realization is reported by the Head of the Monitoring and Evaluation Team both from the realization of the number of packages, the realization of the budget, and the evaluation of broadcasts. This report is submitted at a meeting of cross-unit team heads. PAT programs are always a priority, because PAT has a clear broadcast schedule, which is every 21st of the current month. It is to catch up with PAT's broadcast target, so that it shifts other local programs. After the bargaining (adjustments) are made, the production planning matrix becomes a joint agreement and is submitted to the Head of the Engineering Planning and Control Team, to then serve as a guideline for appointing production crews to avoid name/schedule collisions.

It's just that from field observations it was found, when there was a change in the schedule from the agreement in the production matrix, this change was no longer informed in the joint planning, apart from only being conveyed by the head of the production/implementing team (Producer) to the production crew of the event concerned that the production schedule was postponed or cancelled. This information also conveys to the crew to continue filling out the absence application. When confirming the results of this observation, it turned out to be true, no further information was conveyed in the production matrix of the 3 work units, regarding changes to the schedule.

From the results of observations, regarding this monitoring and evaluation report, if there are local events that have not been produced, what is being done is only pushing for immediate production. In addition, from the results of monitoring and evaluation document observations, even though there are reports of program packages that have been produced but not yet aired, what is being done is only pushing for them to be completed immediately until they are broadcast. There is also no strict time target. The result is that the work of VTD staff/editors piles up so that it is constrained when it is scheduled for the next production event. It's different for PAT programs which can be monitored on broadcasts every 21st of the current month.

From the results of interviews with the Head of the Planning and Control Team, in the 3 work units namely News, KMB and Programs, which have been discussed above, it turns out that the head of the production/implementation team (Producer) who is responsible for producing local events within a year, does not given short-term targets, but given the opportunity to complete their responsibilities within a year. As a result, the Monitoring and Evaluation data shows that production has started to build up in semesters 2 and 3 at the end of the fiscal year. Of course this buildup is a real obstacle, considering that we can only produce 2 event packages on the same day. Automatically will scramble to be served by the engineering team.

From the results of interviews, field observations, viewing data and studying documents, it appears that there are still adjustments to the new work system at TVRI North Sulawesi Station as part of Organizational Development. From Abdul Rahman Dilapanga's Organizational Development book, Schermerhorn, J.G Hunt, Richard N.Osborn (1991) defines Organizational Development as the application of behavioral science in a long-term effort to improve the ability of organizations to cope with changes in the external environment and improve the ability to solve internal problems[7]. From this adjustment will increase the organization's ability to solve internal problems.

The change in organizational structure, which also changed the work system at TVRI North Sulawesi Station, has not gone smoothly. The line of duty between sections that existed in the old structure still influences the new work system. Even though in the new work system there are no more barriers but all work units are a whole part that prioritizes action, to achieve the targets of TVRI North Sulawesi Station. song. P Siagian (1985) defines Organizational Development as a management theory, meaning a series of concepts, tools and techniques for carrying out long-term planning with a focus on the relationship between work groups and individuals associated with structural changes[9].

This new system should open up a wide space for communication and coordination between all functional-executors with the same motivational foundation, namely achieving the targets of TVRI North Sulawesi Station. Of the 4 functions of communication according to Baran S. J., 2012, namely information, socialization, motivation and debate & discussion, motivation should be the basis for interaction communication between all work units. According to Baran, the function of motivational communication is to explain short-term and long-term goals, encourage someone to make choices and desires, and encourage individual and group activities based on common goals to be achieved.[27].

From the basis of the same motivation, it will create synergy. Synergy is an important part of the organization, because synergy is "the cooperative action of two or more persons working together to accomplish more than they could work separately" (Mondy & Premeaux, 1998)[16]. The creation of synergy is a contribution made by communication, and with the creation of this synergy, good performance will be created. Therefore creating synergies through correct and appropriate communication will streamline the achievement of organizational goals. Of the 4 forms of communication within the organization mentioned by Sanjaya, one of them is peer-to-peer communication or Horizontal Communication, its function is to improve task coordination, problem solving efforts, information sharing, conflict resolution efforts and fostering relationships and strengthening deficiencies through joint activities.

This new work system also makes everyone equal, rich in functions, so that there is no superior and subordinate relationship anymore except co-workers. So the role of the head of the office is very important to direct and mobilize because the team leaders are only executors.

Moreover, the performance of all employees of TVRI North Sulawesi Station, on the one hand, is an evaluation of the performance of the head of the office. Of the 4 forms of communication within the organization mentioned by Sanjaya, one of them is downward communication. One of the most important aspects of top-down communication is how leaders motivate employees to work better.

Thus, the factors that influence interaction communication in adjusting the work system at TVRI are:

- Motivation. that with a more flexible work system, there are no more barriers, the targets for TVRI North Sulawesi Station must be shared motivation, no longer just achieving personal performance targets.
- motivation. that with a more flexible work system, there are no more barriers, the targets for TVRI North Sulawesi Station must be shared motivation, no longer just achieving personal performance targets.
- horizontal communication. not just conveying messages, but for coordinating, exchanging information and giving each other solutions that will strengthen and foster joint working relationships.
- leadership role. to foster motivation, it is necessary to encourage leadership to move employees to work better. Likewise requires a strategy from the leadership against constraints and limitations. Hellrigel and Slocum in Djatmiko. (2003), "Communication is the process by which management functions, planning, organizing, leading and controlling are carried out". In terms of control, the leadership must follow up the results of monitoring and evaluation. If there are those who have not moved to reach the target and if there are those who have not completely completed the production of the show until it is broadcast, then it must be followed up with the right strategy[23].

Then what is the proper interaction communication in adjusting the work system at TVRI North Sulawesi Station? Hellrigel and Slocum (in Djatmiko. 2003), "Communication is a process in which management functions, planning, organizing, leading and controlling are carried out". When communicating the most avoided is the obstacle. Moreover, the barriers in interaction communication for mutual coordination. One of the obstacles in coordinating communication is the selection of inappropriate media. Communication of production planning through the matrix discussed at the beginning of the month, lacks flexibility so that planning changes that occur in the current month are not followed by coordination of all Program, News, KMB work units. Maybe one alternative is the WA media group, whose members consist of all functional executives in News, Programs, KMB and Engineering as well as heads of offices.

In this WAG, each implementation team leader can communicate and coordinate regarding Production planning. Regarding the technical constraints and limitations that are known together, the head of the PAT event implementation team according to the monthly schedule can coordinate with each other so that the production of PAT events does not coincide with PAT either, so that no local events are sacrificed. It's best if PAT coexists with the production of local program packages, so that PAT production runs, the production of local events also runs.

Even when there is a change in the planning schedule in the current month, information on planning changes can be conveyed, so that other teams can move if something is canceled or re-scheduled. Production planning matrices can still be made monthly, but flexible in communication and coordination. With the same motivational spirit to achieve the targets of TVRI North Sulawesi Station, the interaction communication will go well.

Ultimately Organizational Development at TVRI North Sulawesi Station aims to increase organizational productivity and effectiveness. Edwin B. Flippo (1984) suggests more specific goals are[28]:

1. Make decisions based on competence rather than authority.
2. Creatively resolve conflict through confrontation designed to replace win-lose situations with win-win situations.
3. Reducing non-functional competition with collaboration and maximizing collaboration
4. Increase commitment and sense of belonging to organizational goals for all employees
5. Fostering a level of interpersonal trust and support
6. Creating a climate in which there is growth, development and renewal which is a natural part of the company's operations every day.
7. Develop a communication system with the characteristics of mutual openness and frankness in solving organizational problems.

E. Conclusion

The new Work System is supported by the implementation of the Electronic Based Government System (SPBE), aimed at creating effectiveness and efficiency to achieve organizational targets. Even so, this new Work System does not necessarily make everything smoother and better, even though in terms of concept it is ideal. In fact, the new work system actually created problems at TVRI North Sulawesi Station, which was faced with constraints and limitations on equipment and staff. Then a strategy is needed to overcome these constraints and limitations. Namely by building interactive communication based on the same motivation towards organizational targets, building synergy and creating horizontal communication between employees through the right media, under the encouragement and direction of the leadership in order to move all the potential that exists.

In order to achieve the annual broadcast target of TVRI North Sulawesi Station, a short-term, quarterly or tri-semester target must be set, followed by mentoring and evaluation of target achievement. This is intended so that there is no buildup of event production at the end of the semester while there is no production in the early semester. Those who cannot achieve the short term target are considered for responsibility for planning the next target. For production of events outside the studio, as much as possible the planning for the production of PAT events does not coincide with PAT, but works together with local event productions. This is intended so that the Production of PAT events and the Production of local events run together. Bearing in mind that PAT coincides with PAT, local events must be re-scheduled. Because the PAT program already has a broadcast schedule that cannot be postponed, the team leader (producer) for the PAT program can produce it far in advance. For long-term planning, it is necessary to add equipment and add employees.

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