

# Production Management of Regional Language Broadcast Program 'Nusantara Kini Malam' at Jawa Pos Multimedia TV Jakarta

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## ABSTRACT

### Keywords

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The regional language broadcast program "Nusantara Kini Malam" covers events from all over Indonesia and is organized by the Jawa Pos local television network, especially focusing on major national news. This program features various stories from different corners of the archipelago and highlights aspects rarely shown by other television stations. Within the program, there is a "Satu Nusa" segment, which presents news in regional languages. "Nusantara Kini Malam" is scheduled to be broadcast daily at 19:00 and is repeated on all television channels connected to Jawa Pos Multimedia. This research aims to evaluate the production management of the regional language broadcast program "Nusantara Kini Malam" at Jawapos Multimedia TV Jakarta for future improvements using POAC management theory, which stands for Planning, Organizing, Actuating, and Controlling. This study employs a qualitative method with a case study approach, utilizing interview, observation, and documentation techniques. The results indicate that evaluating the production management of the "Nusantara Kini Malam" program can enhance performance, optimize resource use, and improve the quality of regional language content, thereby increasing viewer satisfaction and ultimately helping the television station gain a competitive advantage in the regional language broadcasting market.

## 1. Introduction

Among the various forms of mass media, television remains one of the most widely used mediums by the public for accessing information. Television has become an integral part of everyday life, with many individuals considering it a close companion, often prioritizing it over personal interactions with family or friends. Television serves as a source of information through diverse programs, consistently integrating entertainment with informational content. These programs are designed to be engaging while simultaneously providing viewers with additional knowledge (Rahayu, 2018).

In Indonesia, television broadcasting is centralized in Jakarta, posing challenges for local television stations to emphasize their regional characteristics amidst the predominant influence of Jakarta. These stations must strive to attract public interest towards local programs despite the dominance of national private television. This necessitates preserving local values amidst increasing modernization. Presently, most television stations in Indonesia produce and broadcast news programs, each with its unique style and format.

News programs serve as a defining identity for television stations, providing information on events or opinions deemed important, interesting, and timely, which are disseminated through mass

media regularly. Through these news programs, the public can access various events beyond their immediate environment. News programs are vital as they offer up-to-date information, education, and understanding, and help build social awareness while maintaining public oversight over the government and other institutions. Each media outlet has the freedom to organize its news presentation, including television. Consequently, news programs remain a staple on Indonesian television stations, with broadcasters competing to present news in an engaging and entertaining manner (Novita, 2021)

The production of news programs aims to fulfill the information needs of the community. Recognizing the substantial impact of media, particularly television, both governmental and private entities have initiatives to produce and broadcast news programs, including JPM TV. Without a news program, a television station lacks a local identity. News programs represent an obligation and responsibility of television managers to the public who utilize public airwaves.

JPM TV, the flagship television network of Jawa Pos, is based in Jakarta. It provides terrestrial digital broadcast services in Jabodetabek and Banten, and encompasses Jawa Pos Multi Media's local televisions spread across Indonesia. Several flagship programs from the network also air on JPM TV, which focuses on news coverage, entertainment programs, and local content. The station's slogan, "Seeing Indonesia Truly," reflects its emphasis on local news compiled from all television stations within the Jawa Pos TV network (James W, Elston D 20AD)

JPM TV has extensive coverage in the Jabodetabek area and serves as the main station of the Jawa Pos Group network, broadcasting on channel 31 UHF (digital) in Jabodetabek. Outside this area, it acts as a content provider. Broadcast programs must comply with the Indonesian Broadcasting Law No. 32 of 2002, which mandates that private broadcasting institutions produce programs adhering to broadcast content standards and responsibilities, as well as the Broadcasting Code of Conduct (P3) and Broadcast Program Standards (SPS) established by the Indonesian Broadcasting Commission (KPI) (Cynthia ROSA DEWI, 2002).

One of JPM TV's notable programs is "Nusantara Kini Malam," a premier news program presented in regional languages. This program offers the latest news on domestic and international events covering law, politics, crime, sports, technology, and regional uniqueness. "Nusantara Kini Malam" airs from 7:00 pm to 8:00 pm, featuring various types of news, including hard news (Straight News, On the Spot Reporting, and Interview On Air) and soft news (features and sports). The program is divided into several segments, including the "Satu Nusa" segment, which presents regional language news to highlight local uniqueness not typically related to hard news. This segment attracts viewers and is rebroadcast on all Jawa Pos Multi Media network televisions. According to internal surveys, the primary audience for this program comprises adults, with mothers being the most frequent viewers.

Local news programs like "Nusantara Kini Malam" honor regional languages and cover various critical aspects of community life in Jabodetabek and other regions. Daily coordination with coverage coordinators in regions such as Riau, Lampung, and Java ensures a steady supply of local language news from Jawa Pos Group branches. The use of local languages is typically repeated three times a week, depending on the news content's interest level. The regional language used in "Nusantara Kini Malam" is carefully selected through a thought process considering various factors.

Effective production management is crucial for the success of broadcasting media, including television. Television stations employ management strategies to stay competitive. Television program production management encompasses all activities and processes involved in producing TV programs efficiently and effectively, in accordance with predetermined designs (Mabruri KN, 2013).

The goal of production management is to achieve common objectives by adhering to shared guidelines. Specific goals can be realized if the management process motivates and enhances human resources, the core activity and strength of an organization. Clearly defining organizational goals is essential in developing a plan. The production process involves various parties, including producers,

creatives, and technical teams, each with distinct roles and functions. The success of a program heavily relies on the management governing its production.

The production management of the regional language broadcast program "Nusantara Kini Malam" at Jawa Pos Multimedia TV Jakarta presents an intriguing research topic. Previous studies have examined TV program production management, including research by Churiyana Nugraha (Nugraha, 2018), Research by Murni Afiza Sari (Afiza Sari 2020), and Research by Suwedy Noviady (NOVIADY 2018). The three studies share similarities with the current research in that they all investigate TV program production management, specifically understanding the production management of TV news broadcast programs. However, there are distinct differences in the results obtained. While the focus remains the same, each study is set in a different context. Previous studies have primarily focused on news programs and entertainment programs. In contrast, this research concentrates on regional language programs, emphasizing the need to evaluate the program to address production management issues, particularly those related to the unscheduled submission of regional language news, which can impede the production process. Therefore, this study aims to evaluate the production management of the regional language broadcast program "Nusantara Kini Malam" at Jawa Pos Multimedia TV Jakarta for future improvements. Additionally, unlike previous studies which examined programs airing in the morning, this research focuses on a program with a nighttime airing schedule.

Basically, effective management is essential for all organizations. Without it, efforts become ineffective, and achieving goals becomes more challenging. This research explores how production management is applied in the regional language broadcast program "Nusantara Kini Malam" at Jawa Pos Multimedia TV Jakarta, specifically addressing the issue of unscheduled local language news submissions that can disrupt production. According to Chase, Aquilano, and Jacobs, production management in TV broadcast programs involves planning, organizing, supervising, and controlling the production process to create quality content that meets market needs. (Chase, 2006).

This study employs a qualitative method with a descriptive approach, applying Morissan's POAC theory in broadcasting management, which stands for Planning, Organizing, Actuating, and Controlling.

## 2. Method

The research paradigm employed in this study is post-positivist. The study utilizes qualitative methods to provide an in-depth explanation of phenomena through comprehensive data collection (Kriyantono, 2007). The researchers adopt a case study approach, focusing on a specific object examined as a case to uncover the reality behind the phenomenon. This approach recognizes that what is visible to the eye may not represent true reality, but rather a reflection of deeper underlying factors. According to (Yin, 2014) this type of case study research involves an in-depth investigation of a single case to understand existing phenomena.

The research is conducted at Jawa Pos Multimedia TV Jakarta, a local television station based in Jakarta and a significant part of the Jawa Pos Multimedia network within the Jawa Pos Group. The study gathers both primary and secondary data related to the Jakarta JPM TV Station. Data collection techniques in this case study include interviews, observations, and document analysis to comprehensively understand the case. The primary aim is to gain an in-depth understanding of the specific phenomenon and identify the factors influencing it, with insights obtained from the Executive Producer, Chief Editor, and Journalists of the "Nusantara Kini Malam" program through both written and oral forms. The data analysis method follows Huberman and Miles' interactive model, which consists of three main stages: data reduction, data presentation, and data analysis, leading to conclusions.

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### 3. Result and Discussion

#### 3.1 Presenting Results

The use of local languages in broadcast programs must adhere to the standard provisions set by the Indonesian Broadcasting Commission (KPI). According to the KPI Regulation on Broadcast Program Standards (SPS) 2012, local languages can be used as the language of instruction in local broadcast programs and as support in certain programs (Lembaran and Republik 2016).

This regulation is pertinent to the current study, which emphasizes the importance of evaluating production management, particularly in addressing issues related to the unscheduled delivery of local language news that can disrupt the production process. Implementing a more structured and efficient scheduling system ensures timely news delivery, thereby enhancing the viewing experience and increasing viewer satisfaction. Improving production management in local language programs is crucial for the success of TV programs.

However, the regulation also stipulates that Bahasa Indonesia must be the primary language of instruction in broadcast programs, except for local broadcast programs. The use of local languages can reinforce the cultural identity of a region. By incorporating local languages, news broadcast programs can serve as a means to preserve and promote local cultural heritage. Additionally, viewers who hear news in their local languages may feel a stronger connection to the content and a greater sense of comfort.

The findings of this study were derived from interviews with three key sources: The Executive Producer, Chief Editor, and Journalist of the "Nusantara Kini Malam" program. Each source provided insights on production management for the regional language broadcast program "Nusantara Kini Malam" at Jawa Pos Multimedia TV. Their perspectives align with Morissan's theory of broadcasting production management, which includes four essential functions: planning, organizing, directing, and supervising. These functions play critical roles in each stage of the production process.

**The first is planning.** The key to successful production management lies in the initial planning process. Effective planning requires determining what needs to be done, when it needs to be done, how to do it, and who is responsible for carrying it out, considering the anticipated situation. (morissan, 2008). This process is crucial because thorough planning helps overcome difficulties in program production management, thereby ensuring success.

At the beginning of the planning stage, the local language broadcast program 'Nusantara Kini Malam' held a meeting with the program production team to formulate program objectives. After the program objectives are set, it is necessary to determine the format and content of the program. The program format can be news, interviews, panel discussions, or other special segments. This process includes determining the broadcast schedule for each episode of "Nusantara Kini Malam". This includes determining the broadcast frequency (daily, weekly, or monthly), the duration of each episode, and the optimal broadcast time to reach the target audience. Once the program content is determined, the next step is to develop the content for each episode.

In news production planning, every television station must navigate pre-production, production, and post-production stages. For the "Nusantara Malam" program, the production process begins with an editorial meeting to decide on coverage themes. Strategies for program segments are also determined, particularly for large-scale national news events, such as the presidential election, to differentiate from other media. Subsequently, reporters and cameramen gather coverage, create scripts, and perform editing. The news is then edited by the editor, checked editorially by the executive producer, and a rundown is created by the producer. The rundown is compiled and sent to the Avid program in the studio, where the material is checked and organized according to the rundown before the presenter reads the script for the broadcast. Finally, the "Nusantara Kini" program is aired.

Awareness of the importance of language arises when communication difficulties are encountered. The "Nusantara Kini" program includes a "Satu Nusa" segment, which closely relates

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to the use of regional languages, thus requiring careful preparation. From the description above, it can be concluded that the planning for the production of the local language broadcast program "Nusantara Kini Malam" is effective. The planning process shares similarities with typical television station productions but also includes unique aspects based on specific factors. Communication among team members, both online and offline, is efficient, and tasks are assigned according to abilities. JPM TV has the autonomy to select team members who assist in the production process, ensuring that planning is carried out successfully from start to finish.

**The second stage is organizing.** Organizing involves preparing the organizational structure and resources to achieve the organization's goals. In media organizations, there are various tasks that must be arranged into a division of labor structure. This division can be based on the type or form of work. Each media organization has a different structure, tailored to its objectives, needs, available resources, and the existing environment (junaedi, 2014)

Organizing also encompasses determining how tasks are to be completed, who will execute them, how tasks are grouped, who reports to whom, and where decisions are made. In production management, organizing involves preparing a team according to the capabilities of the available human resources and talents. This stage closely follows the planning phase, focusing on implementing the plans that have been formulated. In the production process for the regional language broadcast program "Nusantara Kini Malam," the editorial staff allocates work and responsibilities to each crew member to ensure smooth program production.

The production management element in the "Nusantara Kini Malam" program is crucial, emphasizing a comprehensive work system that allows each team member to perform their duties effectively. The team's understanding of the production process is enhanced by adhering to set deadlines, preventing any delay. To maintain effective collaboration, JPM TV manages cooperative efforts meticulously, aiming to foster advancement amidst competition not only with other broadcasters but also with the growing number of audiovisual content creators on digital platforms, such as social media.

The success of a television station's news department largely depends on the performance of reporters and cameramen in the field, as well as editors in the newsroom who provide direction. However, the roles of producers and executive producers in assembling the program are equally significant. Running a news program requires substantial human resources, especially in the newsroom, where teamwork is essential. Effective organization necessitates solid cooperation and mutual motivation among all employees to create a harmonious working atmosphere. Currently, the organizational structure with a clear job description system is functioning as expected. Looking ahead, it is anticipated that close cooperation between all roles will ensure a smooth production process.

**The third stage is Actuating.** Actuating is the stage where plans are put into action through various directives, motivating each employee to fulfill their organizational activities according to their roles, duties, and responsibilities, which underscores the crucial role of leadership (Dakhi 2016).

This phase represents the realization of all planning efforts, entailing the implementation of plans and designs by each party involved in line with their designated duties and responsibilities. Led by the Producer, this stage involves close collaboration with other production teams to execute the task of program production, adhering to the plans and discussions formulated in the planning stage.

Implementation necessitates motivating and mobilizing every member of the organization to attain the established objectives, under the leadership of those responsible for planning and organizing. To maximize goal achievement, effective implementation is essential, with planning and organizing serving as foundational elements. Effective implementation hinges on factors such as a sound concept, a well-managed production budget, adequate work equipment, and efficient work methods and processes.

In the "Nusantara Kini Malam" program, editorial meetings serve as a vital planning stage within the Actuating process. Once a plan is agreed upon, the focus shifts to ensuring its execution as intended. However, unforeseen circumstances may arise, such as the emergence of significant news requiring swift response. In such instances, active involvement in the Actuating stage is imperative

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to update the program plan and adapt to changing circumstances, demonstrating flexibility and adaptability in effectively managing the program.

Effective communication is paramount for a producer in organizing production, fostering a harmonious working environment conducive to achieving common goals. Furthermore, the ability to motivate team members to optimize their performance is essential. Proper briefing in production holds significant importance, providing clear direction to enhance team performance, instill confidence, and maintain effective communication to realize shared objectives. This direction function entails four crucial components: motivation, communication, leadership, and training.

**The last stage is controlling.** The final stage in production management is controlling, which involves supervising employee activities, monitoring, comparing, and making necessary adjustments according to the prevailing circumstances (Robbins, 2015). This process is integral across all stages of production management, including planning, organizing, and directing. In the context of the regional language broadcast program "Nusantara Kini Malam," the supervision process is overseen by the Producer. Evaluation steps are taken to assess achievements in the management process and initiate actions to ensure alignment with predetermined plans.

In the production management of the "Nusantara Kini Malam" program, control over the news included in the script is conducted at the editorial production (EP) level and reviewed by the editor-in-chief. This entails scrutinizing the script and edits to continually enhance its quality. The objective is to assess production activities comprehensively, from planning to supervision, to ensure smooth execution. Monitoring and evaluation determine the extent to which goals have been achieved by the broadcasting station, department, and employees.

Evaluation of the "Nusantara Kini Malam" program occurs weekly, with significant discussions initiated at the year's outset. Given the program's daily airing schedule, weekly evaluations are deemed essential. Program directors affirm the consistency of these evaluations, essential for identifying and addressing production shortcomings to prevent recurring mistakes in subsequent productions.

Overall, the supervision process overseen by the "Nusantara Kini" program's authority has been effective across planning, organizing, and implementation stages. Despite occasional hindrances in the production process, they have been managed adeptly, with diligent efforts to overcome obstacles. This study aims to provide updated solutions for production management issues, particularly in regional language programs, where unscheduled news delivery can impede the production process.

The solutions related to the evaluation of production management, especially the regional language segment of the Nusantara Kini night program are:

1. Despite establishing a regular schedule for local language news delivery, delays may still occur. To mitigate this risk, consider incorporating buffer time by allocating extra time to accommodate potential delays.
2. Ensure clear and transparent communication with the team. Ensure all team members are fully informed about the established schedule and explain the repercussions of any delays.
3. Leverage technology to streamline the production management process. Utilize project management applications or online calendars accessible to all team members. Each member should comprehend the significance of adhering to the scheduled delivery of local language news to prevent production bottlenecks.
4. Implement periodic evaluations. Assess the established schedule regularly and identify areas for improvement to enhance the efficiency of the production process.

### 3.2 Discussion

Based on the findings outlined above, JPM TV is actively engaged in the competitive broadcasting industry by striving to introduce cutting-edge innovations and maintaining a strong presence on various social media platforms. Committed to leveraging the full potential of JPM TV, the network is dedicated to delivering superior service and enhancing broadcast quality. In efforts to sustain its relevance, particular emphasis is placed on program enhancements, including the incorporation of timely Jakarta news updates to retain competitiveness among other TV stations. Moreover, these initiatives aim to expand the program's viewership base, aligning with the sentiments expressed by the Executive Producer of JPM TV.

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*"To maintain a presence in this program, communication is required, as well as a deeper understanding of the local language used, not only that, in this program, solid cooperation between Jawa Pos Group TV branches is needed. Through this cooperation, JPM TV can effectively remap their audience, which sometimes changes due to a lack of innovation in the program or improvement in broadcast quality."*

JPM TV offers a diverse range of programs, encompassing informational news programs, entertainment shows, cartoons, and religious content. A flagship program, "Nusantara Kini Malam," features a spectrum of news categories, from hard news including Straight News, On the Spot Reporting, and Interview on Air, to lighter segments such as feature news and sports. This assortment of news is organized into several segments throughout the production process of the program.

One segment of the program utilizes local languages in its news broadcasts. This practice is common across various media platforms, including local television. Incorporating local languages into news broadcasts serves as an effective strategy for JPM TV to achieve multiple objectives, including expanding its reach and market share, fostering stronger connections with local communities, and preserving cultural heritage. The local languages featured originate from JPM TV branches, and undergo a thorough process of selection and dissemination.

While the utilization of local languages in the "Nusantara Kini Malam" program contributes to national identity development and the promotion of local language resilience, it also presents unique challenges in the program's production process. According to JPM TV's resource person:

*"One of them is if there are challenges, especially about regional news submissions that require special monitoring and live reports that require technological developments and also if there are JPM Tv branches in each region that do not provide regional language news within a predetermined period of time for this, usually temporarily rerun while waiting for submissions from the region,"* he said.

Despite the challenges faced by the program, various ideas have emerged to ensure that the "Nusantara Kini Malam" program becomes compelling broadcast content. Therefore, an innovative and creative strategy is essential for the production management of this local language broadcast program. One such strategy is to closely monitor the development and preferences of the audience, and tailor content to be relevant and engaging for them. Additionally, conducting regular evaluations of the quality and audience response, and making adjustments to the content and production strategy based on the feedback received, is crucial.

Implementing an appropriate strategy can attract a large viewership, consequently impacting ratings and market share. Ratings and market share serve as vital indicators for television program managers, as they are key parameters for attracting advertisers. Market share refers to the percentage of total households watching a specific TV program compared to the total number of households owning a television or watching TV during the program's airing time. To calculate audience market share accurately, it is necessary to know the total number of households watching.

Every media channel must prepare programs for the general public, and television is no exception, offering a diverse array of programs to viewers. These programs undergo a series of processes to culminate in content that can be enjoyed by the public. Referred to as the production process, this involves a series of directed and organized actions, making, or processing to produce a program product. Despite the typical duration of a television program being around thirty minutes, it constitutes only a fraction of the overall production process, which requires careful planning and meticulous preparation before entering the studio or production control room.

The role of media management is crucial in preparing for ongoing and forthcoming changes. While the production management system in the "Nusantara Kini" news program shares similarities with other production programs, it also exhibits some differences. Nonetheless, it consistently employs the POAC theory, encompassing planning, organizing, actuating, and controlling.

In an industry where technology is constantly evolving, broadcasting organizations benefit from updates in production management research, enabling them to leverage the latest technology in news production and broadcasting. Evaluating the production management of the "Nusantara Kini Malam" regional language broadcast program can enhance performance, optimize resource utilization, improve the quality of regional language content, increase viewer satisfaction, and ultimately,

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strengthen the television station's competitive advantage in the regional language broadcasting market.

Through a comprehensive evaluation of the production management of this regional language broadcast program, the TV station can identify areas for improvement and implement necessary changes to enhance the program's quality and success. Despite fundamental differences between previous and current research, such as airing time, duration, program focus, and news object, these updates are essential for making future programming more interesting and organized, thereby overcoming potential obstacles.

#### 4. Conclusion

The production management system of "Nusantara Kini Malam" has demonstrated effectiveness in fulfilling the fundamental requirements of production management, particularly in the planning function, which has been executed well, covering the ongoing planning process. TV news programs utilizing local languages in their broadcasts play a vital role in preserving Indonesia's cultural and linguistic diversity. Moreover, they offer communities a platform to express their identity and cultural richness. With local language TV programs, viewers can experience a sense of closeness and familiarity with the content presented, contributing positively to cultural diversity in Indonesia.

The evaluation of production management for the local language broadcast program 'Nusantara Kini Malam' at Jawapos Multimedia TV Jakarta has successfully identified effective solutions to enhance the efficiency and timeliness of local language news broadcasts. By applying the principles of Planning, Organizing, Actuating, and Controlling (POAC), this research significantly contributes to improving the process of delivering local language news, ensuring success and high appeal to viewers. This approach can serve as a model for other television stations to enhance their production management in local language broadcasting. The focus on improving local language news broadcast schedules also offers valuable insights for television stations to enhance the efficiency and quality of their production management.

Acknowledging potential weaknesses, such as inconsistencies in interview sessions, the researcher took steps to address these issues by repeating questions and providing explanations when needed. Additionally, the study aimed to provide a comprehensive understanding of evaluation in the management of local language programs and inform the development of effective strategies for managing such programs, thus mitigating limitations and enhancing the study's impact and relevance.

#### 5. Acknowledgement

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