

Kutai Kartanegara LPPL 100.6 Fm Government Radio Communication Strategy in Maintaining Its Existence

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KEYWORDS	ABSTRACT
Strategy; Communication; Radio; existence;	This study investigates the communication strategy of Kutai Kartanegara Government Radio as a Local Public Broadcasting Institution 100.6 FM in maintaining its existence. Against the backdrop of technological advances that have given rise to new media offering flexibility and fierce competition in the radio industry, this study aims to understand how radio broadcasting institutions maintain their existence amidst the presence of new media and competition between radio industries. The researcher used a descriptive qualitative research method with a Case Study approach through interviews, observations, and documentation. The results of the study indicate that Kutai Kartanegara Government Radio forms a structure, conducts surveys to improve the quality of broadcasting programs and adjusts to listener preferences. The planning stage involves setting clear goals for digital transformation, listener segmentation, content adjustment. In the implementation carried out displaying special programs, and interactive, in routine evaluations carried out to review the effectiveness of the program and see from the listener's response. reporting is made routinely and in writing and becomes the basis for future decision making. From the results of the discussion, it can be concluded that the communication strategy carried out by Kutai Kartanegara Government Radio applies the stages of communication strategy according to Hafied Cangara, namely research, planning, implementation, evaluation, and reporting and applies the Boundary Spanning Theory in several stages.

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Introduction

In the digital era, there has been progress in the field sector, namely the field of communication and information technology (Khizbullin et al., 2017; Ravšelj et al., 2022; Wan et al., 2016). The progress that has occurred has a positive impact on community activities that are oriented towards using more modern and current information media (Simamora N. & Saragih, 2021). The change created new media (internet, websites and social media YouTube, Instagram, X,) which from these new media offer a flexibility that can be enjoyed while doing other activities without disturbing the user (Leaver et al., 2020; Suwana, 2021). The presence of new media is a challenge for radio as one of the conventional mass media (Al-Quran, 2022; Pratama et al., 2024). New media is based on the internet that offers new alternatives to society with the efficiency, speed, ease of access and cross-border that new media has. In this case, new media is the driver of media convergence to make the integration of old or conventional media which can then be accessed anywhere and anytime through new media with the internet network (Suminar P. & Raya Kandang Limun, 2019).

The competition arising from the presence of new media has caused radio to decline, based on the results of a survey by the Central Statistics Agency (BPS) in 2021, only 9.85% of those who access radio (Lagat, 2022). This percentage shows a decrease from the previous three years in 2018 of 12.73%, which indicates that more and more people are turning to new media compared to radio. Thus, causing a decrease in radio listeners. This is supported by the We are social report, in 2024 alone in Indonesia showing a high percentage with active social media and internet users even reaching 64.3%. Which means, the flexibility offered in the use of new media and the internet has been able to make it a popular

medium. There are many new media available, which are auditory in nature, as well as radio such as joox, spotify, and podcasts which offer a more diverse variety of content. The presence of this new media makes radio not only compete with fellow radios to get listeners, but also has to compete closely with new, more modern media. especially media that use the internet (Triana Amanda G. & Selatan, 2022).

The above challenges and competition have made radio organizing institutions carry out various strategies in order to continue to exist against the changes that occur (Leblebici et al., 1991). One of them is by converging. Convergence with efforts to combine several types of media and in the form of digital platforms utilizes several platforms such as websites, apps, social media through internet networks and integrates these media into radio broadcasting services. Of course, this is very convenient, just like new media that can be accessed anytime and anywhere by its users. These progress and developments, if utilized, will be a very good opportunity. This aims to ensure that people can still enjoy radio, even though they do not have a radio device.

The presence of new media and the internet will help radio in its broadcasting in providing information and entertainment to the public. That way, radio can still adapt to current technological developments, can compete, and still exist (Asdar & Alim Djalil, 2024). Therefore, in order to remain able to exist and compete, media convergence has been carried out by many private broadcasting institutions, especially in big cities and has had a significant impact on broadcast quality, wider reach, flexibility, and expansion of content for listeners (audiences) (Gogali & Tsabit, 2020). However, it is not only private broadcasting institutions that carry out the media convergence, several local public broadcasting institutions such as radio in the district are also trying, and trying to be more adaptive in facing the current challenges and competition. One of them is carried out by the local public broadcasting institution Kutai Kartanegara Government Radio.

Local public broadcasting institution Kutai Kartanegara Government Radio 100.6 FM or known as RPK is the only Local Public Broadcasting Institution (LPPL) in Kutai Kartanegara which was established in 1970 in Kutai Kartanegara Regency, precisely in the city of Tenggarong. Local public broadcasting institutions under the government of Kutai Kartanegara collaborate with DISKOMINFO Kutai Kartanegara. The radio, which is known to the Kukar community by the name RPK, has the initial purpose of establishing the Kutai Kartanegara Government Radio to answer the information needs of the people of Kutai Kartanegara related to information about the region, especially in the Kukar area. In its current function and role, Kutai Kartanegara Government Radio is a mouthpiece for government information media that can present quality information and related to information such as policies, Kutai Kartanegara government programs, education, culture, and entertainment to the community in Kutai Kartanegara.

However, Radio Pegouvernement Kutai Kartanegara has existed for a long time in its broadcasting. In the last few years, it has experienced the cessation of broadcasting (vakum). During the vacuum of RPK broadcasting, many of the staff or broadcasters are no longer active, facilities such as buildings and technical equipment have become unmanaged and even abandoned and left improperly maintained. Kutai Kartanegara government radio is one of the information media mouthpieces owned by the Kutai Kartanegara regency government. In early 2022, the Kutai Kartanegara Government through the Regent of Kutai Kartangeara, Mr. Edi Damansyah, inaugurated or carried out a grand launching which marked the re-operation of Kutai Kartanegara Government Radio in collaboration with DISKOMINFO Kukar in an effort to re-operate the broadcasting of Kutai Kartanegara Government Radio as an information media for the Kukar community.

After returning to activity, to greet the people of Kukar, RPK updated its broadcasting process by presenting live streaming broadcasts that can be accessed by the internet and presenting broadcast content in an interactive dialogue format that discusses the development of development in Kukar, education and music entertainment in its broadcasts which can be accessed through the stream.kukarkab.go.id/listen.mp3 link. In the operation of the Kutai Kartanegara Government Radio based on observations, there are several obstacles in the operation of the RPK, including experiencing limited manpower in carrying out its functions, so that the broadcasting of program variations is less optimal, and the lack of support for technical equipment in supporting the broadcasting process on the Kutai Kartanegara Government Radio.

In addition, starting to be active again in its broadcasting, RPK also has to face competition starting from the existence of private broadcasting institutions (LPS) as competitors to government

radio (local public broadcasting services) which according to statistical data from KOMINFO in 2022 private broadcasting institutions dominate radio broadcasting with more than 82.21% in Indonesia (Kominfo, 2023). In addition, private broadcasting institutions tend to focus more on entertainment to attract their listeners, which can increase listeners and the institution's income. This is a challenge for Local Public Broadcasting Institutions (Government Radio) to be able to compete and be followed by changes in media technology which initially only used conventional media, began to change to penetrate into digital media.

At the beginning of 2022, Kutai Kartanegara Government Radio is trying to be active again in disseminating information to the people of Kukar. However, in 2 years of its journey, it turns out that there are still obstacles in management. Obstacles in the management of Kutai Kartanegara Government Radio which caused the role of RPK broadcasting as a quality information media in Kutai Kartanegara to not function optimally in its broadcasting. In early 2024, RPK will again focus on re-optimizing to improve its broadcasting operations. Kutai Kartanegara Government Radio began to get serious and began to improve its management. One of RPK's efforts is to create a new program "Odah Bekesah" which means "A Place to Tell Stories" in the format of a podcast program or interactive dialogue. This program also presented speakers from various circles such as the regional secretary of Kutai Kartanegara Mr. Dr. H. Sunggono, government officials such as the head of the tourism office, the 2024 East Kalimantan cultural ambassador, the film community in the city of Tenggarong and other communities.

To be able to re-optimize the Kutai Kartanegara Government Radio (RPK) so that it continues to broadcast its broadcasting, the right communication strategy is needed so that the Kutai Kartanegara Government Radio continues to exist with its broadcasting presence in the Kutai Kartanegara area. Communication strategy is essentially planning and management to achieve a goal. Communication strategy is a combination of communication planning and communication management to achieve a goal (Effendy, 2003, p. 301). Meanwhile, according to Middleton (1980), communication strategy is the best combination of all elements of communication elements ranging from communicators, messages, receiving channels to influences (effects) designed to achieve optimal communication goals.

Based on the researchers' observations, the strategy carried out by the Kutai Kartanegara Government Radio has not been optimal and this makes the researcher interested in seeing how an appropriate communication strategy can be re-optimized to re-establish RPK broadcasting to maintain its existence as one of the government radios that acts as a mouthpiece of information for the people of Kutai Kartanegara, which can provide quality information, education, and entertainment. Because Kutai Kartanegara Government Radio is a medium in disseminating quality information to the people of Kutai Kartanegara. Therefore, a strategy is needed so that the communication process activities carried out can cause the expected effect or output. Communication strategies are also needed by Kutai Kartanegara Government Radio to clarify steps or tactics in carrying out an activity.

Research related to communication strategies has been carried out by several researchers before. For example, Windy and Muhammad (2024) research found that Radio Sergai FM implements marketing communication strategies such as personal selling, public relations, direct marketing and interactive marketing and presents a variety of content, as well as audience segmentation. In addition, there is also research conducted by Hanil and Setiawan (2021) which found that Radio Salatiga converges media through streaming broadcasts and by using social media such as Facebook, Website and Instagram. Second, through meeting listeners, greeting loyal listeners, and paying attention to planning that starts with research to evaluation. Then there is Muhammad Rama et al. (2022) who found that in improving existence, one must open up ideas and opinions, pay attention to communication techniques, and utilize finance in improving the quality of human resources.

Therefore, based on the above background, the researcher, as a student of the S1 Communication Science study program, Faculty of Social and Political Sciences, Mulawarman University, will conduct research to analyze how the communication strategy carried out by the Kutai Kartanegara Government Radio in maintaining its existence as an information media in the Kutai Kartanegara Regency area, precisely in the city of Tenggarong. As a reliable information bridge that represents the government to the people of Kutai Kartanegara and whether the strategy is effective to be used in achieving the goals to be achieved.

According to Windy Maytrisa, Sarwani, Muhammad Alfikri Matondang (2024) stated that the research equation is the Qualitative Descriptive method, using the Communication Strategy Topic, the *Jurnal Indonesia Sosial Sains*, Vol. 6, No. 5, May 2025

collection of observation and interview data, and Public Radio (LPPL), and the difference is that it focuses on Marketing Strategy, using Media Ecology Theory and location in Serdang Bedagai Regency.

Despite the rich tradition of local government radios in Indonesia, there remains a lack of in-depth analysis on how these institutions strategically adapt their communication approaches to digital transformations and changing audience demographics, particularly in regions like Kutai Kartanegara. Existing studies predominantly focus on urban and private radio stations, leaving a gap in understanding how local public broadcasting institutions sustain relevance and audience engagement amid technological shifts and competition from digital media platforms (Vinnesea E. & Barat, 2021).

This study uniquely examines the communication strategies employed by Kutai Kartanegara Government Radio as it navigates digital transformation, audience segmentation, and content innovation to maintain its role as a trusted public information medium. The research provides a comprehensive qualitative case study, integrating perspectives on organizational restructuring, media convergence, and participatory broadcasting approaches. It highlights how traditional public broadcasting can effectively adapt in a digital era to serve local communities, offering insights that are valuable for policymakers and media practitioners working with similar regional broadcasters.

The purpose of the research is to find out the communication strategy used by the Kutai Kartanegara Government Radio in maintaining its existence through the Odah Bekesah program. The following is to find out how the Kutai Kartanegara Government Radio Communication Strategy is, to find out the implementation of the Kutai Kartanegara Government Radio Communication Strategy and to provide recommendations for the communication strategy that will be carried out next by the Kutai Kartanegara Government Radio.

The benefit of this research is to provide output in the form of valuable information to be a solution to existing problems. The benefits of the research are divided into two, namely theoretical benefits and practical benefits. Theoretical Benefits are the results of this research is expected to increase the sharing of scientific information and can contribute to the field of communication science in general and as an effort to increase the richness of communication science studies, especially in the course "Communication Strategy and Planning" and add reading materials for future researchers, especially those interested in communication strategies. Practical Benefits for researchers, the results of this research have a role in increasing researchers' knowledge about the importance of planning, management, and communication strategies. For readers, this research is expected to develop and increase readers' knowledge in terms of communication strategies for researchers, agencies, or institutions. For Kutai Kartanegara Government Radio, this research can be used in developing communication planning and strategies in future broadcast programs.

RESEARCH METHODS

This type of research was a descriptive qualitative approach. In this study, a case study method was used, in (Faustyna, 2023) according to Creswell, an in-depth and detailed research method. Case studies study specific phenomena in a real-world context and often involve the collection of diverse data such as interviews, observations and document analysis. With the aim of being able to comprehensively understand the phenomenon (Faustyna, 2023). The researcher used a descriptive qualitative methodology with a case study type. The data produced is in the form of data with words that involve interviews and are directly involved with the environment being studied. Namely on Kutai Kartanegara Government Radio.

Research Focus

The focus of research problems is needed to avoid the habit of research deviations, as well as widening the subject matter so that researchers in their research are more directed and easier to discuss. In this study it focuses on the stages of Communication Strategy according to (Canggara, 2014) which consists of 5 stages starting from Research, Planning, Implementation, Evaluation, and Reporting. This research was conducted on Kutai Kartanegara Government Radio.

Data Source

1. Primary Data Sources

The data source used in this study was by conducting interviews with key informants who had been selected by the researcher and obtained directly from the research location on the Kutai Kartanegara Government Radio.

2. Secondary Data Sources

Secondary data sources are data obtained from other parties or from references, previous studies, books, literature reviews, the internet, and so on. This data serves to strengthen, support, and complement the research conducted.

Data Collection Techniques

Data collection techniques are one of the most important and crucial procedures in research. Good and correct data collection in accordance with research rules will produce data that has high credibility value. In qualitative research, data is collected by techniques, interviews, observations, and documentation.

Data Analysis Techniques

In this study, the researcher used data analysis from Miles and Huberman. According to Miles and Huberman (2014) in (Saleh S. & Pd, 2017) said that research activities in qualitative data analysis are applied interactively, intensely and continuously until complete and complete, by researchers so that the data is fulfilled and saturated. Activities in qualitative data analysis have three stages of the process, namely the data reduction stage, data display, and conclusion or verification.

RESULTS AND DISCUSSION

Research and Discussion Results

The results of the research will be presented based on the 5 main research focuses that have been determined, including:

Research Stage

With a new management structure, Kutai Kartanegara Government Radio is expected to be able to adapt to technological developments, be able to package quality content, messages and information, and continue to exist as a trusted public information media in Kutai Kartanegara Regency and can manage the broadcasting of Kutai Kartanegara Government Radio professionally. As said by Hermawan, as the president director of Kutai Kartanegara Government Radio. He said:

"First, the formation of the Supervisory Board was first appointed by the regent, then after that the preparation of the Board of Directors. So there is Mrs. Dewi, Mr. Bambang, there is Mr. Imran. There is a Board of Directors, the President Director, there are 4 directors under me, the Director of Administration, the Director of Marketing Broadcasting, the Director of News, and the last one is the Director of Engineering, Mr. Dian. So, it will be formed in June 2024" (Interview, Hermawan, February 25, 2025)

Based on the results of the interview above, it can be seen that Kutai Kartanegara Government Radio started from the beginning in rebuilding its broadcasting operational function by forming a new management or structure to manage and implement the role of Kutai Kartanegara government radio as a trusted public information media in carrying out all information service activities in the form of broadcasting Kutai Kartanegara Government Radio based on the provisions of Regency regional regulations Kutai Kartanegara Number 5 of 2017 which contains the Establishment of Local Public Broadcasting Institutions of Kutai Kartanegara Government Radio which organizes radio broadcasting, which in the regulation states that the Local Public Broadcasting Institution of Kutai Kartanegara Government Radio must have three Supervisory Boards and five Board of Directors consisting of the President Director, Director of Broadcasting and Marketing, Director of Engineering, The Director of News, and the Director of Administration who have their respective duties and functions in carrying out activities or activities in carrying out and managing the function of broadcasting information of Kutai Kartanegara Government Radio to the people of Kutai Kartanegara Regency.

Kutai Kartanegara Government Radio, which now has a complete organizational structure, visited several broadcasting institutions outside the region as a proactive step to develop and adapt to the progress of the times. This visit is not only to establish friendship, but also as an effort to get out of the comfort zone by observing radio broadcasting practices that have successfully adopted digital technology, such as the use of platforms and streaming. In addition, the visit became a moment of exchanging ideas and insights, so that Kutai Kartanegara Government Radio gained a new perspective which was then sought to be implemented in the transformation of modern broadcasting.

"Now is the digital era, so we had a chance to visit at that time, to look for references, and to open insights, related to the development of radios outside Kalimantan. It turns out that out there, they follow the current era, namely with broadcasts that go digital, continue to exist through streaming, and so on. Now with the reference we got during that visit, then we tried with a mock study. And like it or not, we have to follow it because, this is not the old days anymore" (Interview, Ahmad Rahadian, February 21, 2025)

Based on the results of the interview above, it can be concluded that the Kutai Kartanegara Government Radio visited several radio institutions to look for references as well as to see and open insights into the development of radio in today's era and try to carry out an implementation or imitation study of the results of the references obtained through the visit. This is in accordance with the view of Canggara (2014) who said that this stage aims to find facts and problems that are being experienced by the agency to be used as formulation material in making communication strategies that will be implemented from the organization to achieve its goals. With this visit, it certainly has a positive impact and is an inspiration for the Kutai Kartanegara government radio management team to improve the quality of their broadcasting services and this step is the determination of Kutai Kartanegara government radio not to be left behind in the current of the times.

Kutai Kartanegara Government Radio shows a progressive step by conducting a social media-based survey to understand its audience, especially the demographic data of the age of the listener, which is the key to content development and broadcasting strategy. By knowing the majority of young listeners between 25 and 34 years old through live streaming monitoring, radio can tailor the type of program to the needs and tastes of the public, in line with its mission to present content that is relevant and in demand by listeners.

"We monitor social media through programs that we broadcast through live streaming. So we can find out that the age of the people who watched this survey was in January. So for 28 days. The 18-24 year old is 28.4 percent, for listeners aged 25-34 years 35.1 percent, 35-44 years old 22.0 percent, and 45-54 years old 10.1 percent, so, the survey is from there, from social media it has been ... This is itself. What does it mean? This means that from the results of our survey, our listeners who listen the most to RPK are 25 to 34 years old" (Interview, Mokh Ashori, February 20)"

Based on the results of the interview above, it can be concluded that Kutai Kartanegara Government Radio conducts monitoring to see the demographics of listeners who access programs from Kutai Kartanegara government radio and found that the listeners who access are dominated by young people ranging from 25 to 34 years old. Monitoring carried out by Kutai Kartanegara Government Radio shows a high awareness of the importance of knowing the character of listeners and placing listeners as things that must be considered in determining the direction of the next step.

After the formation of the new management, Kutai Kartanegara Government Radio seeks to answer the challenges of the current developments. The existence of a complete structure will help the Kutai Kartanegara government radio carry out its function as an information bridge from the government to the community. Kutai Kartanegara Government Radio is committed and strives to observe and understand the progress and development of technology and public preferences related to the tendency to listen to information, which currently the Kutai Kartanegara Government Radio which is now active is trying to adjust its vision and mission to be in line with the needs of the times and the expectations of modern society which is increasingly dynamic.

This is reflected in one of the Vision and Mission of Kutai Kartanegara Government Radio as a Local Public Broadcasting Institution that wants to realize innovative public media in disseminating information and presenting according to the tastes of the community. Kutai Kartanegara government radio is not only active, they try to present programs that are on the side of the community. In this case, Kutai Kartanegara government radio plays the role of a bridge between the government and the community. Therefore, the adjustment of the vision and mission of Kutai Kartanegara Government Radio must be able to lead to the strengthening of the broadcasting function as a medium that not only voices policies, but is also able to adapt according to progress, development, and dynamic environmental conditions.

Based on the results of the interview above, it can be concluded that Kutai Kartanegara Government Radio is now trying to harmonize or adapt its broadcasting to the development of the times.

Through its vision and mission, the Kutai Kartanegara Government Radio takes steps to be adaptive in responding to the development of the times with the tastes of the community, especially with young people. With the current Vision and Mission, Kutai government radio wants to answer challenges and adjust their commitment as a trusted public media that is able to innovate in the role of disseminating information and presenting information that suits the needs and presents programs that are in favor of the community.

The formation of a new structure is divided into 5, namely the president director, director, broadcasting and marketing, director of engineering, and director of news. With the appointment of the 5 directors by the Kutai Kartanegara Regency Government, Kutai Kartanegara Government Radio is expected to be more professional and measurable in carrying out its duties and functions as an information medium to the community, especially in processing and conveying various information. With the establishment of this new management framework, it is a strategic step and a serious commitment of the Kutai Kartanegara Regency Government to maintain the existence of Kutai Kartanegara Government Radio broadcasting.

In addition, the Kutai Kartanegara government radio showed a serious step in visiting several radios outside Kalimantan to find and expand references about radio programs and radio developments in today's times. This visit was used as a place to find facts about the development of radio broadcasting. It can be seen from the findings of Kutai Kartanegara Government Radio found that radio currently has segmentation to its listeners and has penetrated into digital platforms. Kutai Kartanegara Government Radio follows this progress by conducting a mock study into its broadcasting and conducting a survey through social media to find out the variation in the age of listeners who listen to and watch the content presented by Kutai Kartanegara Government Radio on social media platforms. Radio kutai kartanegara understands that currently radio must present interesting programs and favor the community. Kutai Kartanegara Government Radio conducted a survey through social media, being able to identify the demographics of its listeners, this is in line with the findings of Windy (2022) who stated that to understand the target listeners, they must know the demographic data of their listeners. Kutai Kartanegara government radio is able to identify the demographics of its listeners. And Kutai Kartanegara Government Radio also sets its vision and mission that is relevant to today's developments, as well as its broadcasting programs strive to present community-oriented programs, especially with the younger generation.

The above findings are in accordance with the Boundary Spanning Theory put forward by Grunig & Hunt in (Kriyantono, 2014) which emphasizes that an organization or institution must actively interact, monitor the environment and collect information and apply self-openness to share information with each other and not depend on its internal interactions alone and monitor its environment to collect information from the public. The results of this finding are in line with the findings of Rama (2022) who stated that in his research they conducted a comparative study or visit that aimed to improve quality and remove discussion space to get ideas from various perspectives. Kutai Kartanegara government radio carried out this activity by making a visit. Kutai Kartanegara Government Radio also did. Likewise, the vision and mission of the Kutai Kartanegara Government Radio which wants to be closer to development, and is committed to presenting programs that attract interest and are on the side of the community. This is the openness of the Kutai Kartanegara Government Radio and is committed to understanding the information needs of the community.

The research stage conducted by the Kutai Kartanegara Government Radio is very much in accordance with the concept put forward by Cangara (2014) where the research stage is the stage that is carried out to find out specifically and also details about problems related to the goal to be pursued. This stage is also known as the Identification and Fact-Finding stage. At this stage, Kutai Kartanegara Government Radio identifies and searches for facts with its environment, aiming to find the truth about the problems that are to be solved and then used them as material for formulating problems that will later be used as references to achieve its goals.

Planning Stages

In the second stage, namely the planning process. It is the same with formulation, which is the process of preparing steps that aim to set goals, as well as designing strategies to achieve these goals. In the formulation stage, a strategy is needed on selection that involves elements of communication, consisting of communicators, messages, media, goals, and expected actions (Cangara, 2014).

In the planning stage of Kutai Kartanegara Government Radio in the midst of efforts to re-optimize its broadcasting function as a Local Public Broadcasting Institution, Kutai Kartanegara Government Radio has prepared steps by which Kutai Kartanegara Government Radio is taking an important path towards structured and sustainable reform. One of the crucial steps in this process is to carry out comprehensive planning starting from the management of broadcast licenses, human resources, the provision of broadcast technical tools, to the operational budget.

All of these aspects are the main foundation. With a Radio permit, the Kutai Kartanegara Government can run and deliver its broadcasting programs legally through the frequencies and media that have been determined for presenting broadcasting programs. Then regarding human resources, this is part of the communication strategy, the availability of qualified human resources will have implications in carrying out broadcasting operations, especially the determination of program creation, information processing, and information content, of course this concerns the presence of a broadcaster as part of human resources who are at the forefront of presenting programs to listeners. No less important than human resources, the readiness of technical equipment is the main concern to support communication strategies in the delivery of broadcast programs, qualified technical tools will improve and produce the quality of broadcast programs. Likewise with the budget, the availability of the budget will help Kutai Kartanegara Government Radio make or produce its broadcast programs and support the running of all broadcast program activities, whether it is producing programs or creating an interesting event or event that involves participatory listeners. Kutai Kartanegara Government Radio is not only present as a symbol of the existence of government media, but can really function as a Local Public Broadcasting Institution that is run professionally and has a real impact on the community. The steps taken by Kutai Kartanegara Government Radio are a serious commitment to maintain and strengthen its broadcasting existence.

"Broadcasting permits, IPP at the end of 2024, we have issued the permit. Second, ISR, Radio Station Permit, this has also been issued in February by the Board of Directors, preparing equipment, transmitters because the important thing is related to the preparation of equipment, then human resources, broadcasters, support staff, engineering, and so on. Well, no less important is the allocation sourced from the APBD" (Interview, Hermawan, February 25, 2025)

Based on the results of the interview above, it can be concluded that the Kutai Kartanegara Government Radio in rebuilding its foundation carried out and prepared several main aspects that are part of the communication strategy in the planning stage. Kutai Kartanegara Government Radio conducts planning for the legality of permits for the running of the broadcasting process regarding the licensing of Broadcasting Principles Permits (IPP) and Radio Broadcasting Permits (ISR), these two permits are the main requirements for the existence of broadcasting institutions, and it is no less important to prepare all technical equipment, human resources consisting of broadcasters, staff employees and operational budget sources from the government in supporting the running of all Radio broadcast program service activities Government of Kutai Kartanegara.

Not only making comprehensive preparations, Kutai Kartanegara Government Radio understands and realizes that in the midst of the dynamics of the times and the rapid change in listeners' interests, a radio cannot survive only with monotonous and undeveloped programs. Realizing the importance of broadcasting innovation and sustainable planning, Kutai Kartanegara Government Radio implements a biennial planning strategy, this is done to design a strategy.

Every year at the beginning of the year, the Kutai Kartanegara government radio forms a meeting to discuss and plan all future work targets of Kutai Kartanegara government radio in compiling and refreshing its broadcast programs. This step is proof of the commitment of the Kutai Kartanegara government radio to continue to be relevant and responsive to the needs of the community.

"We do the planning twice a year. So, at the beginning of the year to plan both the broadcast program, then the broadcast style, the songs that we will present to that listener at the end of the year including the broadcast program at the end of the year before the start of the new year and we prepare through meetings, program formation, including evaluating the program, and then planning new programs that we will do at the beginning of the year" (Interview, Mokh Ansori, February 20, 2025)

Based on the results of the interview above, it can be concluded that the biannual program planning strategy implemented by Kutai Kartanegara Government Radio is a form of seriousness in

managing public broadcasting institutions professionally. This biennial planning is not just a routine, but a strategic process to evaluate the effectiveness of the programs that have been running, as well as design new programs that are in accordance with the times and audience dynamics.

Furthermore, Kutai Kartanegara Government Radio through program planning is carried out every two years, by actively involving all board of directors and employee staff. This strategy is not just about putting together broadcast programs, but about building teamwork that is inseparable, open, and oriented for the next step

With the involvement of all parties in this planning process, each field or board of directors prepares its needs according to the role and function of each program resulting as the result of mutual agreement, not a unilateral decision. This strengthens internal trust. The routine carried out by Kutai Kartanegara Government Radio is an agenda to ensure the sustainability of its broadcasting remains in line with needs and developments.

"Planning at the beginning of the year, at the end of the year, yes, all, including the Board of Supervisors, the Board of Directors, all gather, including employees, including all broadcasters. One RPK institution has five fields that, of course, synergize with each other: Administration, preparing everything, news, preparing news content, broadcasting, preparing programs including broadcasters, techniques, as well as preparing broadcast devices. Well, that's why teamwork is inseparable." (Interview, Mokh. Ansori, February 20, 2025)

Based on the results of the interview above, it can be concluded that the biannual program planning strategy implemented by Kutai Kartanegara Government Radio is a form of seriousness in managing public broadcasting institutions professionally. Involving the entire structure in formulating plans to strengthen transparency and internal accountability in the body of the Kutai Kartanegara Government Radio. With all parties involved in the process, every program produced is the result of mutual agreement, not a unilateral decision. This strengthens internal trust, as well as gives the public an idea that RPK Kukar is a public institution that is run openly and professionally.

In the midst of efforts to maintain its existence, Kutai Kartanegara Government Radio understands that they have to adapt to the current developments. Kutai Kartanegara government radio wants to keep its broadcasting relevant by presenting programs that are on the side of the community, especially reaching its target audience of young people.

Realizing this, Kutai Kartanegara Government Radio formulated this plan into its broadcasting activities by segmenting programs to the community, especially with young people, but Kutai Kartanegara Government Radio did not rule out a more senior group of listeners who were indeed inseparable from radio. The approach formulated by the Kutai Kartanegara Government Radio is a positive step in strengthening its broadcasting existence. In the midst of changing times, it is not only to survive, but also to prove that radio is able to transform into a relevant information medium and reach all levels of listeners.

"Now we must be able to present programs that are favorable to the community. Especially to young people. Indeed, we are actually segmenting the program for young people. But it is also possible that we embrace parents. It is indeed inseparable from radio" (Interview, Mokh. Ansori, February 20, 2025)

Based on the results of the interview above, it can be concluded that the formulation of the Kutai Kartanegara Government Radio plan shows the commitment of Kutai Kartanegara Government Radio broadcasting to favor the needs of the community, which reflects serious efforts to remain adaptive and strengthen its role in the midst of changing times. Not only that, it presents programs to the public, as a government media, government radio Kutai Kartanegara also has the main focus in determining and conveying the content and message of the broadcast, namely conveying information related to government strategic information. Kutai Kartanegara government radio wants to be a media that can contribute to government information and grow and develop with the community.

Kutai Kartanegara Government Radio has an important role as an information media from the government. As a radio with the status of a Local Public Broadcasting Institution, Kutai Kartanegara Government Radio has the responsibility to convey information that is directly related to the interests of the local government. In determining the content and message, it concerns issues of government

strategy, strategic programs, and government priorities launched by the government. Through Kutai Kartanegara Government Radio in determining the content and message, it is important to assist the government in conveying strategic information about the government and ensuring that the public knows the messages conveyed. However, Kutai Kartanegara Government Radio is not only a bridge connecting the government in delivering information, but also in the process of content and broadcast messages, Kutai Kartanegara Government Radio is oriented to other people's information needs. This means that the information presented is not entirely what the government wants, but information needed by the community, such as entertainment and education.

Kutai Kartanegara government radio hopes that the information presented in the broadcasting program can have an effect on the entire community and listeners. Especially to increase listeners' understanding of government strategic information related to government policies and development. In addition, all broadcast and information programs produced by Kutai Kartanegara Government Radio can be conveyed clearly, widely, and reach all Kutai Kartanegara people.

"Of course, because we are oriented to information related to the government, RPK in determining the content or message related to district government, regional strategic issues, priority programs of local governments, and public information needs" (Interview, Via Regianya, February 20, 2025)

Based on the results of the interview above, it can be concluded that the formulation of the Kutai Kartanegara Government Radio plan shows the commitment of Kutai Kartanegara Government Radio broadcasting to favor the needs of the community, which reflects serious efforts to remain adaptive and strengthen its role in the midst of changing times. Not only that, it presents programs to the public, as a government media, Kutai Kartanegara Government Radio also has the main focus in conveying the content and message of the broadcast, namely conveying information related to government strategic information. Kutai Kartanegara government radio wants to be a media that can contribute to government information and grow and develop with the community.

Furthermore, in today's era of fast-paced, easy, and mobile. People's habits in accessing media have shifted to various digital platforms. Realizing the current changes, Kutai Kartanegara Government Radio formulated a strategic plan to transform its broadcasting activities into various social media platforms. The broadcasting transformation carried out by Kutai Kartanegara Government Radio is part of an effort to keep up with technological developments and to reach a wider audience in order to continue to exist while answering the challenges of the current era. This transformation is the commitment of the Kutai Kartanegara Government Radio to exist again in the community in a more innovative, fast, and more relevant form.

The transformation of broadcasting to a digital platform is an innovative step by the Kutai Kartanegara Government Radio. With this approach, Kutai Kartanegara Government Radio not only maintains its relevance in the midst of technological changes but also strengthens its existence as a connecting medium between the local government and the community in the midst of today's developments. Kutai Kartanegara Government Radio determines and selects digital platforms that currently have various platforms, ranging from Instagram, TikTok, Facebook, and YouTube. One of the media that Kutai Kartanegara Government Radio uses is YouTube, Kutai Kartanegara Government Radio implements 3 broadcast programs, namely the Odah Bekesah Program, Ngobras Program, and Expression Program. By transforming broadcasting programs into social media platforms, one of which is through YouTube, in this case, Kutai Kartanegara Government Radio is not like before, which can only be heard with audio, but now they present images or visuals through social media. This transformation step is so that listeners do not have difficulties in accessing the program and can attract the eyes and ears of listeners through the program presented by Kutai Kartanegara Government Radio. This transformation proves that Kutai Kartanegara Government Radio wants to reach more widely with its broadcasting programs to platforms that are currently inseparable from the community's digital activities. Through this platform, Kutai Kartanegara Government Radio wants to improve and strengthen its broadcasting existence through broadcast programs.

Kutai Kartanegara Government Radio understands that if the radio does not adjust, it will gradually be marginalized. Therefore, this transformation is no longer an option, but a necessity. This transformation also aims to ensure that all levels of society, including those in remote areas, can still access the information presented by the Kutai Kartanegara Government Radio quickly and easily.

"If the RPK is now, it must follow the current times. For now, RPK has been broadcast, already through streaming, via TikTok, YouTube, Facebook, and so on; we are now through social media. But that's not all, RPK doesn't just sell voices, but RPK now has podcasts. This means that there are sounds, images, audio, and video. It answers the current era. So for RPK to continue to exist, RPK must, what is it, like following the times in today's era, namely on social media." (interview, Ahmad Rahadian, February 21, 2025)

Based on the results of the interview description above, it can be concluded that Kutai Kartanegara Government Radio wants to answer the challenges of the moment and wants to continue to exist in the midst of the development of the digital era. Realizing this, Kutai Kartanegara Government Radio is no longer limited to broadcasting in a conventional way, but has transformed by utilizing various social media platforms, such as YouTube, Facebook, and TikTok, to answer today's challenges. This transformation proves that the Kutai Kartanegara government radio is able to innovate and continue to serve and answer the needs of the dynamic and changing times. One of the media is through YouTube.

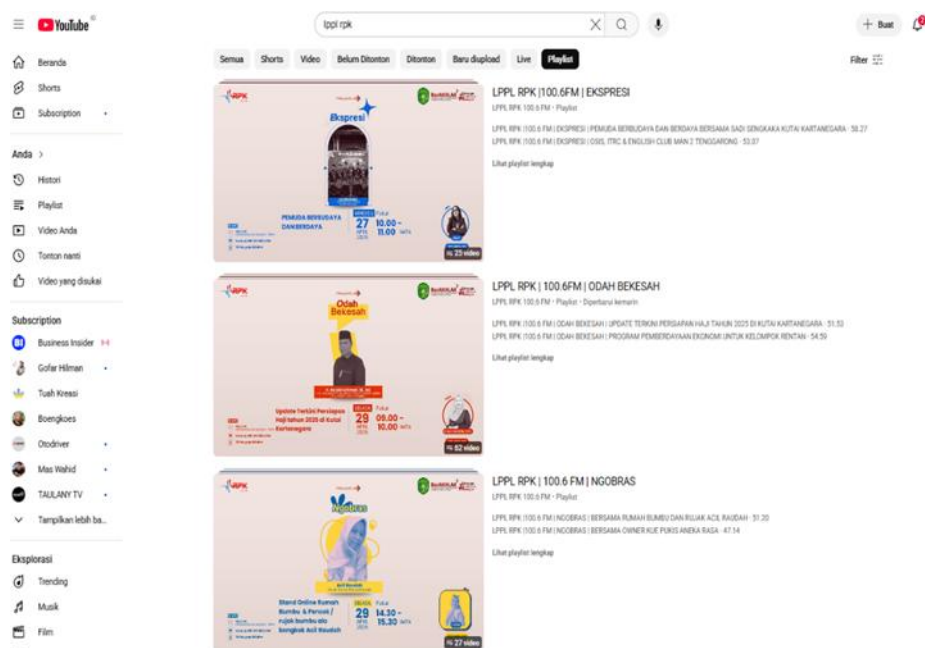


Figure 1. YouTube Government Radio Kutai Kartanegara

In the planning stage of the Kutai Kartanegara Government Radio program, formulate relevant broadcast planning based on listener response data. One of the approaches that is now the main factor in the preparation of broadcast programs is to adjust the content and format of the program based on the response and enthusiasm of the listeners.

This step is a form of Kutai Kartanegara Government Radio Response to remain adaptive and relevant to the needs of its listeners. The negative response from listeners to certain programs is a reference in assessing a program plan that is running. By seeing the response from listeners, it certainly makes a reference to give birth to new programs that suit the needs of listeners. This also reflects that the Kutai Kartanegara government radio continues to be innovative and develop.

"So, we usually see the arrangement of the program from programs that have previously been running. Where are the programs that have been running, what are the listeners, what kind of enthusiasm is the listeners, Now when you know, it turns out that listeners prefer this one or this show. It means that there are not too many callers or maybe the enthusiasm of the community is also lacking, so it can be reduced, it can be eliminated, or replaced with a new program" (Interview, via regianya, February 20, 2025)

Based on the results of the interview above, it can be concluded that in formulating a future plan that is blessed with its broadcasting program, Kutai Kartanegara Government Radio sees and considers the enthusiasm of listeners for the previous program. If a program shows a negative response that is felt to receive less attention, the program will be reduced, deleted, or replaced with a new format that is more in line with the needs of the community.

At the planning stage based on the results of the interview that Kutai Kartanegara Government Radio implements, manages, and fulfills and fulfills the needs and needs related to broadcasting licenses where this permit is the main requirement that must be met, Kutai Kartanegara Government Radio also prepares starting from technical equipment, human resources, and budgets. This is in accordance with the Boundary Spanning Theory (Kriyantono, 2014) which emphasizes that an organization must understand policies so that it can explain them to the public.

By preparing all the readiness and needs of Kutai Kartanegara Government Radio, at the planning stage of Kutai Kartanegara Government Radio in determining broadcast programs not only based on internal discussions, before establishing new programs, Kutai Kartanegara Government Radio reviews how the enthusiasm and response of listeners to the programs that have been presented will be a reference for establishing new programs and replacing programs, this is reflected in the Boundary Theory This spanning also emphasizes that organizations must monitor their environment so that they know what is happening and respond through management activities. In this case, Kutai Kartanegara Government Radio understands and adjusts its broadcast programs to the needs and preferences of its listeners. This is in line with the findings of Haniel (2021), who stated that in making or planning a program, the wishes of the community must be considered.

Then, Kutai Kartanegara Government Radio transformed its broadcast program through the Kutai Kartanegara Government radio social media platform, following technological advances and utilizing it in its broadcast programs to remain relevant to developments. This is in accordance with the Boundary Spanning Theory stated by Heath (2005) in (Kriyantono, 2014), emphasizing the principle of openness, meaning that the organization must have breadth and flexibility because the openness approach will make it easier for the organization to adapt. Windy (2024) radio must make good use of technological developments so that its loyal listeners can continue to survive, be easily accessible, and have a wide reach. The results of the findings above are that Kutai Kartanegara Government Radio strives and understands that radio must present programs that are on the side of the community, especially with the younger generation. This is in line with the findings of Haniel (2021), who stated that in making or planning a program, you must pay attention to the wishes of the community. Likewise, the approach of Kutai Kartanegara Government Radio, and seeing the response of listeners

This stage has been in accordance with the concept offered by Cangara (2014) regarding the stages of communication strategy planning where at this stage Kutai Kartanegara government radio compiles its broadcasting steps through the management of broadcasting licenses, as well as designing strategic tactics through a biannual discussion routine to discuss its broadcasting and involve communication elements in determining segmentation to young people, media through social media platforms, and the effect of understanding to the public or listeners with the information that has been conveyed.

Stages of Implementation

Kutai Kartanegara Government Radio applies the principles of mature implementation through the preparation of a list of broadcast events or broadcast plans. A list of broadcast events or broadcast plans that usually includes broadcast activities, the type of program, and the content to be presented. The broadcast plan programs serve as operational guidelines and become the main foundation to ensure that radio broadcast programs run in a structured and targeted manner. This effort reflects the commitment of the Kutai Kartanegara Government Radio to appear as a professional local government public broadcasting institution.

Based on the results of the interview description, it can be concluded that in the implementation stage, the Kutai Kartanegara Government Radio formulated action steps through SOPs that they made themselves. This SOP includes a list of daily broadcast plans that serve as a guideline in the running of broadcasting, the opening of the broadcast, and all series of programs that have been prepared. This ensures that every broadcasting activity carried out by Kutai Kartanegara Government Radio runs appropriately and is organized so that all programs run well and consistently.

Furthermore, Kutai Kartanegara Government Radio in the implementation of its broadcasting activities segmented the program, they provided presentations, namely through a song playing program, this song playing program is one of their efforts to attract listeners, one of which is the morning happy program which plays songs that have the nuance of encouraging listeners who start activities in the morning, then a special program called spada (special for young people) that presenting songs that are loved by young people today.

Through the presence of this program, it reflects that Kutai Kartanegara Government Radio not only functions as a government information channel, but also as an entertainment medium and is relevant to the conditions of the time and the needs of listeners. Through this approach, it is an effort by the Kutai Kartanegara Government Radio to maintain its existence by building a bridge of communication with the younger generation.

"There is a Happy Morning program to give encouragement to our listeners who are prepared. Then work preparation, school preparation, college preparation, and worker preparation. So it gives the spirit of a Happy Morning. Then also the Spada program is a Special for Young People, yes, the songs chosen by these young people are the age that I mentioned earlier, junior high school, high school. Now the songs are at 7 p.m., and at 9 p.m. it is a special event. (Interview, Mokh Anshori, February 20, 2025)

Based on the results of the interview above, Kutai Kartanegara government radio provides segmentation of programs in the format of song playbacks, showing its commitment to presenting programs that are relevant to the needs of its listeners. The Happy Morning program is designed to lift the spirits of the community in the morning, especially for those who are preparing to work, school, or college. This program provides positive energy so that listeners start the day with enthusiasm. In addition, Kutai Kartanegara Government Radio also pays special attention to young people through the Spada (Youth Special) program. This program presents selected songs that suit the tastes of young listeners. Through these two programs, it can be seen that the efforts of the Kutai Kartanegara government radio to get closer to various segments of society, build closeness through song screening programs.

Kutai Kartanegara Government Radio, in the implementation of its broadcasting activities, has program segmentation and is packaged in the form of interactive dialogues (podcasts). This program, Kutai Kartanegara government radio, invites resource persons to collaborate in special programs, one of which is the Expression Program (extra achievement). In this program, the Kutai Kartanegara government radio collaborates with young people who have achievements ranging from students to teenagers.

The presence of this program is packaged and designed as a relaxed, open, and inspiring storytelling space, where students and adolescents from Kukar can share their stories of struggle, experiences, and motivation in achieving their goals. reflects that Kutai Kartanegara Government Radio not only functions as a government information channel, but also as an educational and learning medium that can inspire and motivate the young generation to follow Kartanegara. Through this approach, it is an effort by Kutai Kartanegara Government Radio in maintaining its existence by building a bridge of communication with the younger generation

"Well, if the chat event is definitely on Sunday, it's called Expression. Extra Achievement can be from elementary schools that have junior high school achievements, high schools, and colleges, where they can chat in the form of podcasts, live, on all platforms. Well, there are also a lot of enthusiasts from schools" (Interview, Mokh Ansori, February 20, 2025)

Then, not only collaborating with young people from students and adolescents who have achievements, Kutai Kartanegara Government Radio presents special programs that collaborate with MSME actors in Kutai Kartanegara. This program specifically discusses business and business. In this program, Kutai Kartanegara Government Radio acts as a bridge between MSME actors and the community.

This special program is packaged in the form of an interactive dialogue that invites MSME actors to open a story space about their business, especially the story of struggle from the beginning of starting a business to running a business. Through the program that they present to the radio community,

the Kutai Kartanegara government hopes to be an inspiring and motivating story, especially for young people who want to start a business.

"If it is specifically for MSMEs, Tuesday at half past three to half past five, the name of the event is Ngobrol Santai Ngobras. There are also many of our MSMEs that we have talked to promote. But what is clear is that we are not promoting the product either, but what we are raising is their struggle, starting from the beginning first... The idea, then the capital, can continue to be successful at all, so it becomes a motivation for young people who want to become MSMEs." (Interview, Mokh Ansori, February 20, 2025)

Based on the results of the interview above, it can be concluded that the Kutai Kartanegara government radio has several special programs, one of which is an interactive dialogue program (Podcast). This program specifically invites young people who have interesting achievements and experiences from junior high to high school which are included in the EKSPRESI program, not only that, Kutai Kartanegara Government Radio also makes a special program that invites MSME actors to share their experiences in running a business and share their motivation and enthusiasm in entrepreneurship which is also contained in the special program Ngobras (Ngobrol Bersama).

The presence of this special program can enrich and add insight and interesting stories for the public or listeners in listening to the Kutai Kartanegara Government Radio broadcast program. The existence of these programs adds to the variety of programs from Kutai Kartanegara Government Radio; the programs can be accessed on social media platforms, which are presented in live streaming, allowing users to interact directly with the programs presented.

Kutai Kartanegara Government Radio not only presents entertainment and educational programs to the community, but Kutai Kartanegara Government Radio also has its main focus as a Local Public Broadcasting Institution owned by the local government, which serves as an information bridge between the Kutai Kartanegara government and the community. The main focus of the establishment of the Kutai Kartanegara government radio focuses on strategic information related to local government.

Kutai Kartanegara government radio has a news field that focuses on raising information that is directly related to information about the region, especially in the Kutai Kartanegara Regency area related to government and development related to policies, socialization of programs from regional apparatus agencies or organizations.

"From the news field, we focus on news, daily news and podcasts. Podcast that... related to government. So in the field of news, only two are the focus" (Interview, Via Regianya, February 20, 2025)

Furthermore, in its implementation of looking for news or information to be packaged and conveyed to the public, Kutai Kartanegara government radio through the field of reporting carries out tasks in the field to get direct information according to the facts in the field.

This is a form of integrity and transparency of the Kutai Kartanegara government radio in delivering reliable and quality information to all Kutai Kartanegara people.

"In the field of news, for example, we are NYU, EE. Preparing the Raw Materials. We look for the field, we go down to the field, we record the coverage in the field. We take it to RPK, we process it, then we hand it over to the broadcaster. we make information on the radio, which can be listened to by all districts So we go into the field, the news we present is according to the existing facts" (Interview, Via Regianya, February 20, 2025)

Based on the results of the interview above, it can be concluded that Kutai Kartanegara Government Radio as a local public broadcasting institution owned by the region has a strategic role as a public information media that focuses on the dissemination of regional information and development. Through a broadcast program that focuses on presenting government information, Kutai Kartanegara Government Radio is committed to conveying information that is accurate, according to field facts related to all local government activities, programs and policies, With a participatory approach, Kutai Kartanegara Government Radio becomes a bridge of communication between the government and the community, as well as assisting the government in development information related to local issues making it an important means of communication in supporting transparency, public participation, and accelerating regional development.

Kutai Kartanegara Government Radio, not only disseminating information through broadcast programs, Kutai Kartanegara Government Radio also collaborates with Regional Apparatus

Organizations to strengthen relationships and cooperation. This collaboration is manifested in organizing events that are not only entertaining but also provide benefits to the surrounding community. However, activities or events that involve the community or listeners only occur during collaboration, interactive activities through social media content such as quizzes that give a prize to listeners do not occur through content in their social media.

In this case, Kutai Kartanegara Government Radio has good relations with several other regional apparatus organizations. This collaboration was realized by the Kutai Kartanegara Government Radio opening an event space with the Regional Apparatus Organization of the Health Office to create an event or activity by inviting the public to participate. In commemoration of health day.

"When commemorating Health Day, we collaborated with the Health Office to hold a leisurely walk at that time in the framework of the National Health Day and when we invited the public to be passionate in our event at that time Leisure Walk" (Interview, Mokh Ansori, February 20, 2025)

Kutai Kartanegara Government Radio not only cooperated in making events, they also opened a dialogue space by inviting Regional Apparatus Organizations to participate in the special program "Odah Bekesah" which focused on discussing socialization programs, and strategic policies owned by each Regional Apparatus Organization to be conveyed and disseminated through special programs in the format of interactive dialogue (podcasts). The implementation of the "Odah Bekesah" program is carried out by live streaming, this way so that the public or listeners who watch can be directly interactive in asking questions through live streaming on the social media platforms YouTube and TikTok.

In the "Odah Bekesah" program, Kutai Kartanegara government radio will review the topics or themes that will be raised in the broadcast program, Kutai Kartanegara Government Radio has references based on issues that arise, national days or activities carried out by the Kutai Kartanegara Government in carrying out their work programs.

"If it's from the news, what is now the hype is the one that is going to be in the news, if it's going to be a talk show in our field, in the field of news, it's three times a week" (Interview, Via Regianya, February 20, 2025)

Continuing in this regard, Mrs. Via Regianya as the Director of News, she said:

"From the news, we are usually the first to take from the issue. What is the issue? What is the deep topic, in this month that is still hot? What topic, then eee.. These are the holidays, national days, important days or activities of the USA. We can turn the Pemkab itself into a talk show here" (Interview, Via Regianya, February 20, 2025)

Based on the results above, it can be concluded that Kutai Kartanegara government radio not only provides entertainment broadcast programs, they also collaborate and invite several Regional Apparatus Organizations to collaborate to increase community participation and invite other Regional Apparatus Organizations to be involved in special broadcast programs for them to convey the blessing of disseminating program programs from each OPD. policies, as well as OPD activity plans to the community.

The presence of this program helps the government in increasing bureaucratic transparency, and building public participation to assist and comply with the government's programs in the success of the program. Kutai Kartanegara Government Radio quite routinely invites Regional Apparatus Organizations to be directly involved in broadcast programs. The involvement of the Regional Apparatus Organization provides a space for the community to directly understand the work programs, achievements, and policies carried out by the local government. This synergy not only increases transparency, but also strengthens the relationship between the government and the community, as well as encourages active participation in regional development.

Furthermore, the Kutai Kartanegara government radio with support in the form of equipment provided by the local government. Committed to expanding access to information to all regions in Kutai Kartanegara Regency that have not been able to access its broadcasting to 10 sub-districts in the Kutai Kartanegara area. With a wider reach, Kutai Kartanegara government radio plays a role in disseminating information that can reach the entire region. This expansion of reach is to ensure that Kutai Kartanegara

government radio can really be felt by the entire community while supporting the equitable distribution of information throughout the Kutai Kartanegara Regency area.

"With the support of the Kutai Kartanegara Regency government, this is quite extraordinary because we were also equipped with equipment that we will install in 10 sub-districts yesterday. So, the sub-districts that are currently not reached are possible later in the middle of this year to be reached by RPKs such as SamBoja, Muara Jawa, then Sanga-Sanga, Anggana. Muara Badak, God willing, in the early middle of the year, will be accessible by the competent Government Radio Kutai Kartanegara." (Interview, Mokh Anshori, February 20, 2025)

Based on the results of the interview above, it can be concluded that the Kutai Kartanegara Government Radio wants to try to install equipment infrastructure to help expand the broadcast coverage, based on the data they have there are still 10 sub-districts that cannot be reached in the Kutai Kartanegara Regency area, so that the programs or information presented can be received, heard and conveyed to the entire community, especially the Kutai Kartanegara area.

In the implementation stage as a Local Public Broadcasting Institution, Kutai Kartanegara Government Radio focuses on conveying news or information related to activities, programs, policies, and socialization from the government that they do not miss to convey. As a bridge between the government and the community, Kutai Kartanegara Government Radio has an important role in disseminating and presenting government information related to strategic government information issues related to local government activities, policies, and programs. At this stage, Kutai Kartanegara Government Radio carried out its duties in the field to cover information. After the information is obtained, it will be packaged into information that is ready to be conveyed to the listener through a special program. Not only looking for news in the field, Kutai Kartanegara Government Radio also collaborates and presents Regional Apparatus Organizations in conveying information related to the socialization of programs or policies through a special program called "odah bekesah". As an information bridge from the government, Kutai Kartanegara Government Radio is committed to delivering relevant, accurate, and quality information related to strategic issues from local governments disseminated through broadcast programs.

Based on the results of the above description and interview, it is in line with the Boundary Spanning Theory put forward by Grunig & Hunt in (2014) which states that organizations must explain information about the organization by interpreting philosophies, and programs so that they can be understood by the public or the environment. In this implementation, Kutai Kartanegara Government Radio explained its role as a government media that conveys information from the government through interesting and segmented broadcast programs presented. This is done so that listeners or the public can understand and capture information from broadcast programs clearly. The results of this finding are in line with Windy's (2024) research which states that local public broadcasting institutions' radio programs focus more on information from local governments in accordance with their role as local public broadcasting institutions.

In addition to focusing on information from the government, Kutai Kartanegara Government Radio in carrying out its broadcasting activities has a List of Broadcast Plans or Broadcast Event Plans. This list or broadcast plan will be a reference in the running of each broadcasting program so that the programs run in an orderly and consistent manner. Based on the previously formulated plan, the Kutai Kartanegara Government Radio seeks to keep up with technological developments. In the implementation of several radio broadcast programs, the Kutai Kartanegara government broadcasts with live streaming that can invite listeners or the public to be involved interactively, one of which is the "odah bekesah" program. in line with the Boundary Spanning Theory put forward by Grunig & Hunt in (Kriyantono, 2014) which states that organizations build bilateral communication with their public to make it easier to adapt. This is in line with one of the "Odah Bekesah" programs of Kutai Kartanegara Government Radio which conducts Live streaming on the social media platform YouTube and TikTok by presenting speakers from outside. The findings are in line with Windy's (2024) research which states that it is necessary to utilize various digital platforms to reach a wider audience in line with technological developments and establish relationships with various agencies in order to have good relationships and increase publicity to the public.

Then it is not just about providing government information. Kutai Kartanegara Government Radio presents and presents a variety of programs that adapt to the time, needs, and significance of the

listeners. Kutai Kartanegara Government Radio understands the needs of listeners by interpreting the programs they make such as the findings at this stage they present a song playing program to young people, then a podcast program that discusses MSME actors. In line with the Boundary Spanning theory put forward by Grunig & Hunt in (Kriyantono, 2014) which states that organizations must actively monitor their environment to find out the situation or condition of their environment, this is in line with the Kutai Kartanegara Government Radio Which Understands the Needs of Its Listeners through special and segmented broadcast programs. The results of this finding are in line with Windy's (2024) research which states that in his research radio applies broadcast segmentation by adjusting listeners to include interesting broadcast programs.

In addition, Kutai Kartanegara Government Radio collaborated by inviting speakers from representatives of Regional Apparatus Organizations in making activities and opening a dialogue space in the special program "odah bekesah" to convey messages or information related to work programs, program socialization from related regional apparatus organizations. This reflects the boundary spanning theory put forward by Heath (2005) in (Kriyantono, 2014) which states that organizations must be open or open to the process of exchanging information with their environment. This is in line with the findings of Windy (2024) who stated that inviting professional speakers is in accordance with the theme of broadcasting. Resource persons come from government agencies, institutions, or organizations that have expertise in related fields

In the implementation stage, Kutai Kartanegara Government Radio is in accordance with the concept that has been explained by Canggara (2014) where the implementation stage is the stage where an action is selected and implemented after being determined in the planning phase so that the action runs in accordance with what has been planned and determined together.

Evaluation Stages

Evaluation is also the basis for Kutai Kartanegara government radio to develop, by conducting a routine evaluation every 3 months, the evaluation carried out by Kutai Kartanegara Government Radio is not just a routine, but a commitment to continue to improve the quality and relevance of Kutai Kartanegara government radio broadcasting to continue to strive to maintain the quality of its broadcasting services and strive to remain responsive to the suitability of the community's needs and become a guardian The existence of Kutai Kartanegara Government Radio.

"Yes, we are indeed newly formed, so the management of RPK has just been formed, so while we carry out the evaluation every 3 months, it means that we are still divided by sector, which means that the programs that they, friends of the Board of Directors convey like broadcasting, now that is part of the internal evaluation of each board of directors" (Interview, Hermawan, February 20, 2025)

Kutai Kartanegara Government Radio routinely conducts an evaluation every three months by each board of directors, as well as a comprehensive evaluation involving all directors and staff in the middle and end of the year. This evaluation aims to measure program achievements, identify performance deficiencies, and prepare work steps for the following year. The implementation of a comprehensive evaluation at the end of the year shows radio's commitment as a professional, transparent, and oriented local public broadcasting institution that is oriented towards providing quality information, as well as being a strategic foothold for future performance improvement.

"There must be an evaluation, so the planning is indeed everything, if not planned well, of course the results will also be not good. That's why at the beginning of that year we had a work plan for a year, then also the target must also be pursued so if the plan is at the beginning of the year, at the end of that year, everyone including the Dewam, the Supervisory Board, the Board of Directors all gather, including employees, including all broadcasters. Because of the content, in addition to the evaluation that we have done, we also prepare for the next year" (Interview, Mokh Ansori, February 20, 2025)

Since the beginning of the year, Kutai Kartanegara Government Radio has established an annual work plan as a reference for all organizational activities, with an emphasis on careful planning so that the results achieved are optimal. At the end of the year, a thorough evaluation is carried out involving all areas of the board of directors to assess annual performance and formulate an improvement strategy for the following year, in order to face changes more preparedly. In addition to relying on internal input,

RPK also actively utilizes listeners' responses and comments through social media such as TikTok, YouTube, WhatsApp, Facebook, and Instagram. Through the insight feature on the platform, they monitor the interaction and performance of the content directly, so that program evaluation is based not only on the internal side but also on the feedback of the public who follow the broadcast through various digital channels.

"We will see the response from the listeners. It can be passed, we are RPK broadcasting not only through the air, frequency, but RPK through TikTok, through YouTube, podcasts, we can see, how they respond, their comments about broadcasts. So there we measure it through there. Keep measuring it again via WhatsApp. How many people respond, whether it's song requests, giving us information, suggestions and input." (Interview, Ahmad Rahadian, February 21, 2025)

Kutai Kartanegara Government Radio actively monitors and responds to the public's enthusiasm and input for its broadcast programs as a benchmark of success, by replacing or removing programs that are less in demand. Evaluations are conducted routinely every three months and comprehensively at the end of the year involving all directors and staff to assess annual performance. This approach refers to the Boundary Spanning Theory which emphasizes the interaction of organizations with the environment and the public. Radio also uses social media as a means of collecting listeners' feedback, making the public an important part of performance development. This continuous evaluation ensures that the program remains effective and in accordance with the needs and expectations of the audience, in accordance with the evaluation stage in the communication strategy.

Based on the findings at the evaluation stage, Kutai Kartanegara Government Radio conducts an evaluation every 3 months, where this meeting is routinely carried out by each board of directors and staff who discuss the programs implemented. In addition, Kutai Kartanegara Government Radio comprehensively evaluates involving all directors and staff. This evaluation is carried out at the end of the year. In the year-end meeting, we will evaluate all the performance and programs that have been implemented during the year. This is in accordance with the Boundary Spanning Theory which emphasizes the principle of openness, conveyed by Grunig & Hunt in (Kriyantono, 2014) stating that organizations must monitor their environment (scanning) so that they know what is happening and interpret issues that can affect organizational activities and respond to these issues through management activities to identify and solve problems that may arise. In this case, it is in line with the Kutai Kartanegara Government Radio which routinely conducts quarterly and year-end evaluation activities to review and respond to issues from its listeners' responses to the broadcast programs that have been presented that may affect the broadcasting activities of the Kutai Kartanegara Government Radio. Kutai Kartanegara Government Radio is also actively monitoring and seeing responses from the public through social media platforms related to suggestions and inputs regarding the programs they present. This is in accordance with the Inner Boundary Spanning Theory (Kriyantono, 2014) which states that organizations interact with their environment to monitor, select and collect information. In this case, Kutai Kartanegara Government Radio provides several social media platforms to run its programs and monitor the responses, listener comments from the platform that are used to collect information on what is felt by its listeners. In this case, it means that Kutai Kartanegara Government Radio considers the public to be a vital part of its environment because the ability of feedback from the public to the organization is always a concern of the organization in the development of performance. This is in line with the findings of Haniel (2021) who stated that evaluation is very necessary regarding what has been planned and done so that everything can be better in the future and the importance of listening and paying attention to the wishes of the listeners so that the radio understands what is needed. In line with the Kutai Kartanegara government radio which actively monitors the response from its listeners. The above is in accordance with the concept offered by Cangara (2014) in the concept of the communication strategy stage, especially at the evaluation stage where at the evaluation stage it will be known how the final result of an action chosen from a strategy or program will be. At this stage, it will be reviewed whether a program is running effectively and in accordance with expectations

Reporting Stage

This stage is the final action of the communication strategy activities that have been implemented. If it is found from the report and obtained good results and proven to be in accordance with the plan, it can be used as a basis for future planning (Canggara, 2014).

Kutai Kartanegara Government Radio compiles monthly written reports from each field or board of directors, such as the broadcasting, marketing, news, broadcasting engineering, and administration divisions, as a documentation of performance during the current period. Each field is responsible for making a report on their activities which is then collected and summarized by the administrative field. Involving all elements of the organization in this process ensures that all broadcasting activities are well-documented and that each field makes a transparent contribution to the overall achievement of the institution.

"So we, summarizing our activities in each field, we will send it to Administration, the fields of news, broadcasting, engineering, as well as administration, a summary of the work results of the activities, will be summarized into one report. Now later the Administration field will make the results of the report" (Interview, Hermawan, February 25, 2025)

"Our report is written by the subordinates to report, like that, later the report will be summarized with the directors of each rank in the board of directors" (Interview, Ahmad Rahadian, February 21, 2025)

Kutai Kartanegara Government Radio routinely conducts monthly reports compiled by each field, ranging from broadcasting, engineering, news, to administration, which is then summarized by the administrative field and reported to the president director. The report covers various aspects such as broadcast program types, listener preferences, audio quality, news volume, podcast production, as well as digital documentation and collaboration activities. In addition to serving as a documentation of activities, the report is also an evaluation material to compare the shortcomings and advantages of the previous period, thus supporting continuous improvement efforts in improving the quality of broadcasting and information services to the public.

"The content of the report is related to whether broadcasting is a program, then what is the favorite, then the type of song, and so on, yes, various things. When it comes to engineering, techniques related to audio, continuous range, clean sound or not is the benchmark. So the shortcomings that were last year or in the last month, we see the previous results, oh we need this, we improve again. Still, so we look at the results of the first report, what are the results of the reports from each one, oh shortcomings like this, continue. Because, eee... what, we see the lack of excess from the results of the previous evaluation" (Interview, Ahmad Rahadian, February 21, 2025)

"So if we had an annual report yesterday, there was always how much, if in the news team, we always made a report, how much news we had collected last year. Then how many podcasts have we run in the last year. Then how many collaborations have we carried out outside of podcasts. In podcasts, for example, we live stream, Live stream the August 17 event, We always make reports, and in those reports there is also documentation. One of the documentation is from YouTube, then from engagement" (Interview, Via Regianya, February 20, 2025)

"We broadcast the report for a few hours a day and noon. Then the songs that we play for a month are the songs, then the shows, the shows... What is its name... the last dialogue show how many times a month, then how many commercials we play a month, it all has a report" (Interview, Mokh Ansori, February 20, 2025)

Based on the description above, the content in the written report includes all activities related to the performance of each division. Kutai Kartanegara Government Radio in each division will make a report and submit it to the administration sector to summarize all reports which include data on program achievements, number of activities, number of advertisements played, and so on that lack of suggestions and inputs during performance. This written report is a reference to see the shortcomings or advantages that aim to further improve future performance and improve the results of the evaluation.

The reporting made and summarized by the Kutai Kartanegara Government Radio is not just an administrative document, but an important tool in evaluating and planning program development.

Through the report, radio can identify trends in public information needs, the effectiveness of broadcast time, and listener responses and interactions as indicators of program success or weakness. The results of reports from all fields are the basis for preparing new work plans and programs for the following year, with the aim of correcting shortcomings and designing more innovative and relevant programs according to the preferences of listeners.

"From the report, it can be analyzed the trend of public information needs, the effectiveness of broadcast time, listener response, and the strengths and weaknesses of the content that has been produced. Thus, the report becomes the basis for preparing the next year's work program to be more targeted, innovative, and adaptive to the dynamics of society and the development of media technology."

Based on the description above, it can be concluded that reports are not only made and record all work activities but also function as an important tool to see and analyze the various results of the programs that have been implemented. Such as looking at trends in listener needs, listener responses, and program effectiveness. From the findings recorded in the report, it becomes a foundation in preparing work plans and work programs for the following year to be more relevant, able to follow developments and adjust the needs and desires of listeners.

In this reporting stage, this is the last stage of the communication strategy. Reporting is needed in an organization to see developments. If good results are found during the working period and proven to be according to the plan, then it can be used as a basis for future programs or activities. Based on the results of the interview, Kutai Kartanegara Government Radio conducted and made reports made by each of the fields, both the Broadcasting and Marketing Sector, the Broadcasting Engineering Sector, the News Sector, the News Sector, and the Administration Sector.

This reporting is made in writing, with each field documenting their performance on a monthly basis. This report contains the results of performance, activities, and program achievements that are documented every month. The report made will later be forwarded to the Administration field to be summarized in its entirety and will be made an annual report. This is intended for the President Director to know all activities related to the performance, achievements of the Kutai Kartanegara government radio program and become the basis for improving the next strategy. This reporting functions as a form of accountability as well as documentation of the development of performance or programs of the Kutai Kartanegara Government Radio. In addition, reporting is also the basis for the formulation of new policies or strategies in the future.

Based on the findings of the above interview activities carried out by Kutai Kartanegara Government Radio in line with the Boundary Spanning Theory put forward by Grunig & Hunt in (Kriyantono, 2014) which stated that to minimize issues or problems and to know issues that can potentially affect organizational activities and provide recommendations to the dominant group so that there is no problem that can affect the organization. From the results of the report prepared by the Kutai Kartanegara Government Radio, they will see the final results of their performance, if the results are not satisfactory, the Kutai Kartanegara Government Radio will respond by going through management activities to discuss and convey the poor results to the leadership. The activities carried out and called by Radio Pemerintah Kutai Kartanegara are in accordance with the concept expressed by Cangara (2014) in the communication strategy stage, especially the reporting stage where the reporting stage is the last stage in communication strategy activities that function as reference material whether the program that has been made is successful, if it is proven to have good results, it becomes the basis for making the next communication strategy.

CONCLUSION

After described the results and discussions that have been researched and compiled, the researcher concluded that the Kutai Kartanegara LPPL 100.6 FM Government Radio Communication Strategy in Maintaining Its Existence includes several key aspects, namely: First, RPK formed a new organizational structure and conducted surveys, included demographic surveys through social media, to understand the development of broadcasts and listener needs. Second, in planning, RPK ensures the legality of broadcasting and holds internal discussions twice a year to adapt the program to the interests of listeners, and is oriented to government information, while adopting digital broadcasting to make it more accessible. Third, the implementation is carried out by presenting interesting and educational

content such as music and podcasts, as well as utilizing various social media platforms to expand the reach. Fourth, regular evaluations are carried out to measure the effectiveness of the program and respond to listener feedback, so that the program can continue to be improved. Finally, reporting is prepared in writing based on the performance of each field for one year, as a basis for identifying improvements and improvements in future performance. Thus, RPK's communication strategy runs in a structured and adaptive manner to maintain the relevance and sustainability of broadcasting.

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