



At Tabsyir Jurnal Komunikasi dan Penyiaran Islam
Institut Agama Islam Negeri Kudus

ISSN : 2338-8544

E-ISSN : 2477-2046

DOI : <http://dx.doi.org/10.21043/at-tabsyir.v11i2.29501>

Vol. 11 No. 2 Tahun 2024 | Hal. 163-176

<http://journal.iainkudus.ac.id/index.php/komunikasi>

Media Management in Indonesia: A Systematic Literature Review

Abraham Zakky Zulhazmi¹, Andi M. Faisal Bakti²

¹Universitas Islam Negeri Raden Mas Said Surakarta, Jawa Tengah, Indonesia,

²Universitas Islam Negeri Syarif Hidayatullah Jakarta, Indonesia

abrahamzakky@staff.uinsaid.ac.id

Abstract

The study of media management has become an important topic because mass media today faces serious challenges with the development of the digital world. However, there are not many scholars who have seriously explored media management, especially in the context of Indonesia. This research is a qualitative research with a systematic literature review approach. The researcher analyzed 20 articles related to media management in Indonesia to provide a comprehensive overview of the field. The conclusion of this study is that research on media management in Indonesia shows changes in management patterns and models due to digital development and disruption. Among these changes are the roles and responsibilities of media managers. Several studies indicate downsizing and even reductions in the number of media managers. This aligns with the demand for media workers to be more versatile and multitasking. Most previous studies applied the management approach that includes planning, organizing, actuating, and controlling. This study recommends expanding research on media management, such as exploring the use of artificial intelligence in journalism.

Keywords: Media Management, Journalism, Indonesia

Abstrak

Kajian tentang manajemen media menjadi satu hal penting karena media massa hari ini menghadapi tantangan serius seiring perkembangan dunia digital. Namun, tidak banyak sarjana yang mengkaji secara serius perihal manajemen media, khususnya dalam konteks Indonesia. Penelitian ini merupakan penelitian kualitatif dengan pendekatan *systematic literature review*. Peneliti menganalisis 20 artikel terkait manajemen media di Indonesia untuk mendapatkan peta kajian yang komprehensif. Kesimpulan penelitian ini adalah penelitian-penelitian mengenai manajemen media di Indonesia menunjukkan perubahan pola dan model manajemen seiring perkembangan digital dan disrupsi. Di antara perubahan yang terjadi adalah mengenai tugas dan wewenang para pengelola media. Sejumlah riset menunjukkan adanya perampingan dan bahkan pengurangan pengelola media. Hal tersebut seiring tuntutan bagi pekerja media untuk menjadi sosok *multitasking*. Riset-riset sebelumnya mayoritas menggunakan pendekatan manajemen yang terdiri dari *planning, organizing, actuating* dan *controlling*. Riset ini merekomendasikan untuk meluaskan riset tentang manajemen media, misalnya terkait penggunaan *artificial intelligence* dalam jurnalisme.

Kata kunci: Manajemen Media, Jurnalisme, Indonesia

A. Introduction

Research on media management has not received much attention from scholars. In fact, in the Indonesian context, mass media has mushroomed since the fall of Soeharto and the strengthening of democracy (Bakti, 2018). Study on media management is important and interesting, especially as we are currently in an era of disruption that is affecting the media industry. In Indonesia, for example, *Republika* newspaper decided to stop publishing its print edition after 30 years. The newspaper was first published on January 4, 1993, and its last print edition was released on Saturday, December 31, 2022. Now, *Republika* focuses on its digital platforms such as *republika.co.id*, *republika.id*, Retizen, and its official social media accounts, offering a multiplatform presentation that includes text, graphics, audio, photos, and videos (M. C. Halim, 2022).

Media management, according to Siregar, focuses on managing media based on management principles, whether media operates as a commercial or social industry. Media is viewed comprehensively, considering its characteristics, position, and role within the economic, social, and political systems in which it operates. Media management cannot be separated from technological developments, as technology can influence media management (Siregar, 2010). Meanwhile, according to Ikhwan, the scope and issues in media management encompass media economics, political economy studies, media studies, mass communication and journalism studies, as well as business administration and management studies (Ikhwan, 2022).

According to Yusuf, media management complements communication studies as a subfield within media studies that addresses the meso (intermediate) aspect of media. Media studies are categorized into three aspects: macro, meso, and micro. The macro aspect relates to political, economic, social, and cultural structures within specific historical contexts. The meso aspect focuses on the processes of media text production and consumption, including media management. The micro aspect, on the other hand, deals with discussions about media texts or the final production of news (Yusuf, 2010).

Junaedi sees media management evolving in the digital era. He argues that new technologies like the internet have transformed social structures. One indication of this is how mass media are increasingly focusing on their online platforms, with some even fully migrating to digital and discontinuing their print versions (Junaedi, 2010). This shift has affected the entire media ecosystem, from journalists who must adapt their working patterns, to advertising, readership characteristics, and the editorial hierarchy.

The declining profits of the print newspaper industry have refocused attention on this area of research. For example, before the current economic downturn, job satisfaction among newspaper employees was a frequent research topic. Now, with many newspapers cutting staff or going out of business, job satisfaction has become less of an issue; most journalists are simply happy to have a job. Some researchers have studied the impact of downsizing. Besley and Roberts found that reductions in newspaper staff resulted in less coverage of public meetings. Reinardy surveyed editors at 23 newspapers and discovered that staff reductions in newsrooms led to complaints about excessive workloads, with many senior journalists feeling uncomfortable with the increased emphasis on reporting for the web (Wimmer & Dominick, 2014).

The effects of various management structures in newspapers and magazines continue to be a significant area of research and are likely to remain important as newspapers and magazines undergo downsizing and streamlining. Neuzil, Hansen, and Ward analyzed the impact of participatory management and topic teams on employees' sense of empowerment. They found little evidence that such approaches were beneficial. A study by the Readership Institute examined the management cultures of 90 newspapers across the United States in 2001. The results showed that the cultures of over 70 papers could be classified as "defensive," while only 17 demonstrated what was termed a "constructive" atmosphere. Adams concluded that most weekly newspapers did not follow any specific management strategy when developing their online editions (Wimmer & Dominick, 2014).

Another area of management research examines the impact of ownership concentration in the newspaper industry. For example, Akhavan-Majid, Rife, and Gopinah studied the editorial stances taken by Gannett-owned newspapers. They found that Gannett newspapers were more likely than others to adopt similar editorial positions. Coulson sampled 773 journalists from independently owned and group-owned newspapers regarding the quality of their publications. Journalists at independently owned newspapers were more likely to rate their newspaper's commitment to the quality of local coverage as excellent. Coulson and Hansen studied the news content of the *Louisville Courier-Journal* after it was acquired by Gannett. Their findings showed that while the total amount of news space increased, the average length of articles and the amount of hard news coverage decreased. Lacy and Blanchard (2003) found that public ownership of newspapers was associated with smaller newsroom staffs and higher profits. Martin (2003) found that group ownership of newspapers correlated with increased operational efficiency, and Beam (2008) found no significant difference between the content of publicly owned and privately owned newspapers (Wimmer & Dominick, 2014).

According to Murchetz and Tsourvakas, current challenges in media management include high upfront and production costs for media production, as well as substantial distribution and marketing expenses. In addition, the rapid changes in the digital landscape demand constant innovation and experimentation within the media business. Another challenge is the highly heterogeneous nature of media consumers and their unpredictable demands, which pose threats to the long-term success of the media business (Mourchetz & Tsourvkas, 2019).

The explanations above are the basis for why this research was conducted. This research was conducted to address the research question: What is the landscape of studies on media management in Indonesia? The research method used is the Systematic Literature Review (SLR). A Systematic Literature Review refers to a methodology for reviewing and developing studies that systematically gather and evaluate research related to a specific focus topic. The goal of an SLR is to identify, review, evaluate, and interpret all available studies on a particular research topic of interest with relevant research questions (Triandini et al., 2019). Additionally, SLRs help characterize and provide an overview of research trends, methods, and coverage fields analyzed in the relevant studies based on digital scientific literature databases within a specific timeframe (Yaman et al., 2019).

The sequential steps of a Systematic Literature Review include: identifying the research questions, developing the systematic review protocol, determining the location of the study databases as the search area, selecting relevant studies, choosing high-quality studies, extracting data from individual studies, synthesizing the results using meta-analysis or narrative methods, presenting the findings, and writing up the review in a report.

In this research, 20 journal articles sourced from Google Scholar were analyzed. These articles were published between 2014 and 2024. The keywords used were "media management in Indonesia." The analyzed articles were selected based on their relevance to the research questions that this study seeks to answer (Perry & Nick, 2002).

B. Discussion

Previous research on media management in Indonesia has been conducted by several scholars. One study, for instance, examined the media management of the *Suara Merdeka* daily newspaper. Despite competitors lowering their prices, some even to as low as 1,000 IDR per copy, *Suara Merdeka* chose not to reduce its price. Instead, the newspaper focused on strengthening the quality of its content and enhancing the company's image to deal with media competition. They believed they were the market leader and intentionally avoided adopting a low-pricing strategy (Ayunita et al., 2014).

Another study explored the media management of *mojomok.co*, a digital content platform. The production of digital content at *mojomok.co* is done through a curation process of manuscripts submitted to the editorial team. The community-driven approach taken by *mojomok.co* is a strategic method of digital media management. Audiences are not only positioned as readers but also as contributors. However, the editorial team carefully curates all submitted manuscripts. With this community-driven approach, manuscripts from readers are published alongside articles written by *mojomok.co*'s editorial team. This approach differs from other digital media platforms that rely on user-generated content (UGC), where curation is often less rigorous or even absent. As a digital media outlet aimed at young people, the content produced by the editorial team is presented in an engaging and visually appealing manner. The rubrics on *mojomok.co* are tailored to this market segment, with uniquely named sections. The platform's visual design is also packaged in a distinctive and attractive way (Sokowati & Junaedi, 2019).

Another study explored the convergence of a media outlet in Bali. The research focused on *Nusa Bali*, which expanded by launching its online platform, *nusabali.com*.

Data showed that this expansion brought a 10% to 20% increase in profits for the company, especially after new management was established. Additionally, advertising opportunities expanded, allowing ads not only in the newspaper and website but also on *Nusa Bali's* social media platforms. Other data revealed that the daily circulation of *Nusa Bali* remained stable despite the business expansion into the website and social media (Pramesti et al., 2019).

Similarly, a study on *Jawa Pos* showed that the media outlet implemented several innovations as survival strategies amid media competition and technological advancements. To strengthen its business, *Jawa Pos Multi Media (JPM)* launched a digital television streaming app called JPM Stream. This app has an effective media management model, as JPM Stream serves as the hub for *Jawa Pos* network television. The app is a pioneer in network television integration, using a national network schedule to promote JPM Stream through the *Jawa Pos Group's* television channels (Saifudin & Rosilawati, 2020).

Media management studies also highlight community-based media. One example is *Pasoepati.net*, a community media outlet run by fans of the Persis Solo football club. *Pasoepati.net* was founded in 2008 out of frustration over the lack of access to information about Persis Solo in mainstream media. It chose an online platform due to its ease of use and low cost. The editorial policy accommodates anyone who wants to create content, as long as the content is about Persis Solo and *Pasoepati*. *Pasoepati.net* proves that a collective blog phenomenon can survive, driven by a shared passion for a football club. Managed by young people with journalistic skills, this community media outlet continues to thrive and grow (Syarifudin, 2020).

Meanwhile, research by Ri'aeni and Sulistiana shows that media management in Cirebon needs improvement in the areas of human resources and technology development. In 2018, data revealed that there were 4 print media outlets, 6 local television stations, and 35 local radio stations in Cirebon. According to Ri'aeni and Sulistiana, media outlets in Cirebon are still operating primarily as business institutions and have not yet fully developed into ideal journalistic institutions. In terms of ownership, media institutions are owned by both local companies and networks, including the *Jawa Pos Group* and *Pikiran Rakyat Group* (Ri'aeni & Sulistiana, 2018).

The rapid growth of media has demanded innovations in media management, as seen with *Jurnal Bogor*. The outlet was impacted by the massive rise of online media, leading them to launch *jurnalbogor.com*. This online platform was created to maintain the existence of the *Jurnal Bogor* newspaper, despite their admission that print

circulation has declined. Another survival strategy employed by *Jurnal Bogor* was collaborating with government institutions as a source of revenue for the company. One interesting finding from the study is that current readers tend to prefer light, informative, and useful news (Nadin & Ikhtiono, 2019).

Similarly, *Radar Selatan* has also collaborated with government institutions to remain competitive in the challenging media landscape, particularly since it is located far from the provincial capital. Another strategy involved setting competitive advertising rates, which were claimed to be more affordable than other media outlets. *Radar Selatan* frequently organizes events to promote its media presence, such as journalism jamborees, seminars, and consistently offering media partnership opportunities as part of its promotional efforts (Qudratullah & Fattah, 2018).

In the digital era, journalists have become one of the most affected elements within media. They are now required to perform multitasking duties. Not only do they have to search for and process news, but they are also expected to capture relevant photos and videos. These tasks must be completed quickly, given the demand for speed in digital media. These new demands have also influenced newsroom management, where media organizations are now required to establish adaptive and responsive newsrooms (Waluyo, 2019).

The decision of print media to enter the digital realm brings its own set of challenges. For instance, *Mangle* magazine, which previously existed in print format, had to adapt its management, including its journalists. Journalists who were accustomed to writing long articles for the magazine were now required to produce content in two versions: a full-length version for the magazine and a shorter version for the online platform. They also appointed one of their team members to serve as the executive editor specifically for the online edition, while the deputy editor-in-chief took on the role of overseeing the online media (Suryani & Srimulyani, 2019).

A similar transition occurred with *Gontor* magazine, which expanded to digital by launching *gontornews.com*. The editorial staff for both the magazine and the website are the same individuals. Their media management approach is described as dynamic and flexible. Editors rely on magazine content while also covering timely issues that require rapid response. Reporters for *gontornews.com* are compensated based on the number of articles they write, unlike the monthly salaries received by the *Gontor* magazine editors. Oversight of the media is directly handled by the Gontor Pesantren authority (Qodriyah & Harmonis, 2022).

Media management must be adaptive not only in response to the digital era but also when facing unforeseen situations, such as the COVID-19 pandemic. During the pandemic, media management shifted focus not only toward ensuring the availability of news but also prioritizing the safety of journalists in the field. Online media outlets, with their existing digital-based work structures, had an advantage during this time. Despite limitations, they were able to continue fulfilling their roles (Parwati, 2021).

Research on media management also highlights the market-oriented nature of contemporary media. This is evident in a study on *Fajar TV*, a local television station in South Sulawesi. The research revealed that *Fajar TV's* management largely operates based on economic rationality in its policies. For instance, when planning coverage, the editorial team considers not only the appeal of stories to audiences and advertisers but also the cost of covering these stories. Media cannot be separated from the interests of owners, editors, and advertisers (Sanusi et al., 2010).

The challenges of media management at the local level are also experienced by media outlets in Surabaya and Tasikmalaya. A research finding shows that local media (television) in Surabaya compete with more established national media. Like in South Sulawesi, local media in Surabaya are market and profit-oriented. Their main challenges are related to human resources and financial issues (Primasanti, 2012). Similarly, local media in Tasikmalaya (*Radar Tasikmalaya TV*) face the same problems. Despite limited resources, they manage to survive (Permana & Mahameruaji, 2018). Local television in Bandung (*INews TV Bandung*) stays afloat by optimizing citizen journalism and merging several divisions to create a more effective working unit. Citizen journalism was chosen to foster a sense of ownership among viewers, highlighting a local identity (Denny & Rachmawati, 2022). Meanwhile, *TVRI Jawa Barat* responded to digital advancements by adding a social media division to manage the official social media accounts, aiming to boost reputation and maintain presence (Kuswana & Listiani, 2023).

The primary challenge for television media today is disruption. This situation requires broadcast television to adapt their content across multiple platforms and distribution channels (S. Halim, 2023). Media convergence has become an unavoidable necessity in the digital era. However, the risk is that television viewers may abandon TV altogether in favor of the internet, as evidenced by the declining number of television viewers (Iswenda, 2024).

Electronic media management, such as radio, is also under scrutiny. Radio faces the threat of losing listeners due to the rise of digital technology. Some radio stations have introduced innovations. For example, *Radio Pradya Suara* balances its

programming with 60% entertainment and 40% information. The station focuses on local news but still includes national news, primarily if it is viral (Yulfara, 2021).

Research on radio management shows that investment in technology, research, and human resources is essential to keep radio relevant. This investment must be supported by innovations that differentiate it from other media. Additionally, understanding the listener segment and tailoring content to specific audiences is crucial (Aprilia et al., 2024). One innovation that radio managers can adopt in the digital era is venturing into the world of podcasts. For instance, *RadioMu* now manages podcast content on Spotify, aiming to reach new audiences (Ar Ridha, 2021). Another important aspect is the pre- and post-production processes in radio broadcasting. Radio managers must not only focus on production but also on preparing content thoroughly beforehand and conducting evaluations afterward, as these are essential practices that should not be overlooked (Rahayu & Zaini, 2022). This view aligns with Branston and Stafford's perspective, which outlines the media production process as consisting of negotiating a deal, pre-production/preparation, production, post-production, distribution, and exhibition. Branston and Stafford tend to view media production in a manner similar to how a factory operates, with a systematic and repetitive workflow in the production of media content or news (Branston & Stafford, 2010).

After reviewing research on media management in Indonesia, it is evident that most researchers apply a management approach that includes planning, organizing, actuating, and controlling. We can outline the landscape of studies related to media management that have been conducted. There are at least three important issues that can be explained regarding media management in Indonesia.

First, the development of the digital world requires media management to adapt. Media organizations need to develop strategies for managing social media so that their content reaches a broader audience, attracts advertisements, and maintains customer loyalty. It is no longer feasible for them to focus solely on print releases (newspapers, magazines), radio broadcasts, or television without considering the digital space. All efforts must be made to ensure their media business continues to operate and avoid going bankrupt.

Second, media management is expected to bring innovation and creativity. According to the research, one form of innovation is the production of podcasts by a radio station. Other innovations include adding entertainment content to programming, up to 60%. Meanwhile, traditional media like print newspapers have expanded their reach by optimizing their official websites. Mojok.co, an online media

outlet, introduced a community-based management approach to maintain reader loyalty.

Third, modern media management requires various adjustments. Some media organizations have downsized their staff in line with changing work patterns. For example, some have merged several divisions. Another strategy involves hiring staff specifically skilled in managing social media. Downsizing and streamlining the workforce often result in layoffs. In the worst-case scenario, media companies may fail in their business and either cease publication or fully transition to online platforms (newspapers, magazines), which are easier and cheaper to manage. This is the impact of disruption that has directly hit the media industry.

The changing nature of media management and the demand for multitasking align with Fisher's view on newsrooms and media convergence. According to him, a fast-paced digital newsroom must have four "key actors": the newsflow editor, story builder, news resourcer, and multiskilled journalist. The newsflow editor is responsible for managing convergence and delivering stories across multiple channels. The story builder transforms newspaper content into broadcast form and creates new stories. The news resourcer specializes in providing background information, depth, and content across different platforms. The multiskilled journalist is required to be proficient in interviewing, photography, sound and video recording, for distribution across print, broadcast, and online platforms. These journalists, often called backpack journalists or one-man bands, are an integral part of modern newsrooms (Fisher, 2009). The presence of these four "key actors" signals the transformation of media management in the digital era.

C. Conclusion

The conclusion of this study is that research on media management in Indonesia generally reflects changes in management patterns and models in line with digital developments and disruption. These changes have become more evident as the world faced a pandemic that transformed many aspects of life. One of the significant shifts has been in the roles and responsibilities of media managers. Several studies highlight downsizing and even reductions in media personnel, aligning with the growing demand for media workers to become multitasking professionals.

Future research should consider the relationship between media management and regulations in Indonesia, an area that has not yet received much attention from researchers. Further studies could also focus on the use of artificial intelligence and big

data in journalism practices. Given the rapid technological advancements, these factors significantly impact media management and pose their own challenges, especially with the rise of artificial intelligence. Additionally, it would be important to examine the media outlets that have ceased publication in Indonesia over the past 10 years, potentially due to financial and management difficulties.

References

- Aprilia, E., Aini, A. N., & Kusworo, V. A. (2024). Manajemen Media Penyiaran Swaragama dan Program Siaran di Era Digital. *Jurnal Audiens*, 5(3). <https://doi.org/https://doi.org/10.18196/jas.v5i3.379>
- Ar Ridha, M. A. (2021). Model Manajemen Media Podcast RadioMu dalam Spotify. *Jurnal Audiens*, 2(1). <https://doi.org/10.18196/jas.v2i1.10210>
- Ayunita, V., Yulianto, M., Setyabudi, D., & Nugroho, A. (2014). Strategi Manajemen Suara Merdeka Untuk Mempertahankan Eksistensi Perusahaan Dalam Menghadapi Media Kompetitor Di Jawa Tengah (Studi Kasus pada PT. Suara Merdeka Press). *Interaksi Online*, 2(3).
- Bakti, A. F. (2018). Media and Religion: Rodja tv's Involvement in the Civil Society Discourse for Community Development. *Jurnal Komunikasi: Malaysian Journal of Communication*, 34(3), 226–244. <https://doi.org/10.17576/JKMJC-2018-3403-13>
- Branston, G., & Stafford, R. (2010). *The Media Student's Book*. Routledge.
- Denny, A. A., & Rachmawati, I. (2022). Manajemen Media Penyiaran Televisi Swasta Lokal dalam Memproduksi Program Informatif. *Bandung Conference Series: Communication Management*, 2(1). <https://doi.org/10.29313/bcscm.v2i1.287>
- Fisher, H. A. (2009). Developing Media for Convergence: A Study of Management Theory and Practice for Managers of Converged Newsroom. In A. E. Grant & J. S. Wilkinson (Eds.), *Understanding Media Convergence*. Oxford University Press.
- Halim, M. C. (2022). *Akhir Tahun Ini, Harian "Republika" Tinggalkan Edisi Koran*. Kompas.Com. <https://megapolitan.kompas.com/read/2022/12/16/10415451/akhir-tahun-ini-harian-republika-tinggalkan-edisi-koran>.

- Halim, S. (2023). *Manajemen Media Penyiaran Televisi di Era Disrupsi*. UIN Mataram Press.
- Ikhwan, M. (2022). *Manajemen Media Kontemporer: Mengelola Media Cetak, Penyiaran dan Digital*. Kencana.
- Iswenda, B. A. (2024). *Jumlah Penonton TV Menurun, Bagaimana Indeks Kualitasnya?* Goodstats.Id. <https://goodstats.id/article/jumlah-penonton-tvri-tidak-menentu-tidak-sebanding-dengan-kualitas-beritanya-D2AoA>
- Junaedi, F. (2010). Manajemen Media di Tengah Konvergensi, Konsentrasi dan Konglomerasi: Sebuah Tantangan Teoritis dalam Riset Manajemen Media. In *Potret Manajemen Media di Indonesia*. Total Media.
- Kuswana, L. F., & Listiani, E. (2023). Manajemen Media Stasiun Televisi Publik dalam Mempertahankan Eksistensinya di Era Siaran Digital. *Bandung Conference Series: Communication Management*, 3(1). <https://doi.org/10.29313/bcscm.v3i1.5515>
- Mourchetz, P., & Tsourvkas, G. (2019). Media Management. In D. L. Merskin (Ed.), *The SAGE International Encyclopedia of Mass Media and Society*. SAGE Publications.
- Nadin, A. M., & Ikhtiono, G. (2019). Manajemen Media Massa Menghadapi Persaingan Media Online. *Komunika: Journal of Communication Science and Islamic Da'wah*, 3(1).
- Parwati, N. (2021). Analisis Manajemen Redaksi Media Online di Masa Pandemi Covid19 di Tirto.id Yogyakarta. *Jurnal Komunika: Jurnal Komunikasi, Media Dan Informatika*, 10(2). <https://doi.org/10.31504/komunika.v10i2.3979>
- Permana, R. S. M., & Mahameruaji, J. N. (2018). Manajemen Sumber Daya Manusia di Stasiun Televisi Lokal Radar Tasikmalaya TV. *ProTVF*, 2(1). <https://doi.org/10.24198/ptvf.v2i1.19878>
- Perry, A., & Nick, H. (2002). Systematic Review: The Experience of a PhD Student. *Psychology Learning and Teaching*, 2(1), 32–35.
- Pramesti, L. K. P., Suryawati, I. G. A. A., & Purnawan, N. L. R. (2019). Manajemen Media Massa Nusa Bali Pasca Kebijakan Konvergensi. *Medium*, 1(1).
- Primasanti, K. B. (2012). Manajemen Televisi Lokal: Kegamangan yang Wajar. *Scriptura*, 3(2). <https://doi.org/10.9744/scriptura.3.2.161-171>

- Qodriyah, S. L., & Harmonis, F. (2022). Manajemen Media: Implementasi Fungsi Manajemen Redaksional Gontornews.com. *Jurnal Audiens*, 3(3). <https://doi.org/10.18196/jas.v3i3.13823>
- Qudratullah, & Fattah, H. (2018). Manajemen Media Radar Selatan dalam Meningkatkan Jumlah Pengiklan. *Sebatik*, 22(2). <https://doi.org/10.46984/sebatik.v22i2.318>
- Rahayu, W. S., & Zaini, A. (2022). Manajemen Penyiaran Program Siaran Dakwah Obrolan Santri di Radio Nur FM Rembang. *At Tabsyir Jurnal Komunikasi Penyiaran Islam*, 9(2).
- Ri'aeni, I., & Sulistiana, W. (2018). Industri Media Massa Lokal dalam Tinjauan Manajemen Media Ideal. *JIKE: Jurnal Ilmu Komunikasi Efek*, 1(1). <https://doi.org/10.32534/jike.v1i1.51>
- Saifudin, B. E., & Rosilawati, Y. (2020). Manajemen Media Jawa Pos Multi Media (JPM) Stream dalam Menghadapi Persaingan di Era Disrupsi Digital. *Jurnal Audiens*, 1(2). <https://doi.org/10.18196/ja.12029>
- Sanusi, H., Hamzah, D., & Unde, A. A. (2010). Manajemen Media Televisi Fajar TV: Antara Bisnis dan Idealisme. *Jurnal Analisis Sosial*, 10(4).
- Siregar, A. E. (2010). Kajian dan Posisi Manajemen Media serta Peta Media di Indonesia. In *Potret Manajemen Media di Indonesia*. Total Media.
- Sokowati, M. E., & Junaedi, F. (2019). Manajemen Produksi Media Digital Mojok.co dan Pemetaan Konten. *CHANNEL: Jurnal Komunikasi*, 7(1). <https://doi.org/10.12928/channel.v7i1.13012>
- Suryani, N., & Srimulyani, H. (2019). Strategi Manajemen Redaksi Majalah Mingguan Mangle Di Era Digital. *Jurnal Kajian Jurnalisme*, 2(1). <https://doi.org/10.24198/kj.v2i1.21071>
- Syarifudin, T. (2020). Model Manajemen Media Komunitas Berbasis Fans Sepak Bola Pasoepati.Net dalam Perspektif Structure Conduct Perform (SCP). *Jurnal Audiens*, 1(2). <https://doi.org/10.18196/ja.12017>
- Triandini, E., Jayanatha, S., Indrawan, A., Werla Putra, G., & Iswara, B. (2019). Metode Systematic Literature Review untuk Identifikasi Platform dan Metode Pengembangan Sistem Informasi di Indonesia. *Indonesian Journal of Information Systems*, 1(2), 63. <https://doi.org/10.24002/ijis.v1i2.1916>

- Waluyo, D. (2019). Memahami Jurnalisme pada Era Digital. *Promedia*, 5(1).
- Wimmer, R. D., & Dominick, J. R. (2014). *Mass Media Research: An Introduction*. Wadsworth.
- Yaman, A., Yoganingrum, A., Yaniasih, Y., & Riyanto, S. (2019). Tinjauan Pustaka Sistematis Pada Basis Data Pustaka Digital: Tren Riset, Metodologi, Dan Coverage Fields. *Baca: Jurnal Dokumentasi Dan Informasi*, 40(1), 1. <https://doi.org/10.14203/j.baca.v40i1.481>
- Yulfara, N. A. R. (2021). Strategi Manajemen Media Radio Pradya Suara sebagai Lembaga Penyiaran Publik Lokal. *Commercium*, 4(1).
- Yusuf, I. A. (2010). Menggagas Kajian Manajemen Media, Menyoal Kontribusi Ilmu Komunikasi. In *Potret Manajemen Media di Indonesia*. Total Media.