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Media Convergence and Human Resources Management in Sport Media Newsroom - Case Study at Daily *TopSkor*

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Abstract

Nowadays, media companies cannot avoid the demand of media convergence. Media companies needs to make adjustments in human resources management (HRM), in order to gain success in media convergence. One unit that need for adjustment is the newsroom. This study aims to find out how HRM in the newsroom of *TopSkor* Sport Daily Newspaper to deal with the challenge of media convergence. *TopSkor* was chosen as a research object because it offers a wealth of sports information in different platforms: printed and online. *TopSkor* has experience for more than a decade as sport print media; but its status is a new comer in the online sport media competition. The results show that the activities of HRM by *TopSkor* newsroom are: developing the ability for their journalists, adding job obligations for their journalists, and recruiting new personnels for the online version.

Keywords : *Media Convergence, Media Management, Newsroom, Sport Communication*

Abstrak

Perusahaan media perlu melakukan penyesuaian dalam manajemen Sumber Daya Manusia (SDM) agar konvergensi media berhasil dilakukan sebab perusahaan media media tidak bisa lagi mengelak dari tuntutan untuk melakukan konvergensi. Penelitian ini bertujuan untuk mengetahui bagaimana manajemen SDM di ruang redaksi harian olahraga *TopSkor* dalam menghadapi konvergensi media. Suratkabar olahraga *TopSkor* dipilih sebagai objek penelitian karena media itu menawarkan banyak informasi olahraga dalam platform yang berbeda-beda agar tidak kalah bersaing dengan media lainnya. Hasil penelitian menunjukkan dalam mempersiapkan SDM menghadapi konvergensi, *TopSkor* melakukan pengembangan kemampuan pada karyawan, menambah kewajiban kerja bagi wartawan versi cetak, dan melakukan rekrutmen untuk personel baru di versi online.

Kata Kunci: Konvergensi Media, Manajemen Media, Ruang Redaksi, Komunikasi Olahraga

Introduction

In the era of information and communication technology, media convergence is either a must or cannot be avoidable. Media companies "should be pushed and forced" to do the convergence (Suryopratomo, 2007). There are two keywords on convergence: "multiplatform" and "exceeding conventional media business." The convergence requires media to establish multiplatform business exceeding the existing conventional media (Nugroho, Putri, & Laksmi, 2012). It means a media can not only concentrate on its main platform. For example, a newspaper company does not only concentrate on its printed version but also make online media and/or broadcasting media. Therefore, media should get out of their "comfort zone."

Technology infrastructure has important role in the media convergence (Nugroho et al., 2012). Without advanced infrastructure, it is impossible that the convergence can be realized. Besides that, the economic practices of media industry in Indonesia are inseparable from the pattern of oligopolistic market (Nainggolan, 2017). However, an intense focus on technology is definitely not enough. What does the sophisticated techonology mean if there is no human resource being able to operate it? What does the sophisticated technology mean if there is no appropriate method to operate it? When we face the convergence, we should consider human resources management and other factors: adaptation to new content, news presentation method, media marketing, distribution and production infrastructure management (Adiprasetyo, 2007).

The research focuses on how human resources management of the editorial division encounters the challenges of media convergence. The selected focus on the editorial division is due to its strategic element of a news media.

Journalists are the task crews of the editorial division. The division is divided again into some working functions such as editor-in-chief, editors, acting editor, rubric edictors, field reporters, photographers and others. According to Wijaya dan Yudiningrum (2016), current journalist should have the mastery in operate communication technology. Definitely the competence will determine the quality of journalistic works.

The selected media for this research is sport newspaper. Sport is an event that Indonesian society is interested a lot. Moreover, their favorite stimulates them to know better on the information of sport events throughout the world. The favorite can be fulfilled by searching news in a variety of media platform.

The sport newspaper as the research object is *TopSkor*. It is the first sport daily newspaper in Indonesia (Hito, 2013). Moreover, *TopSkor* has improved their internet-based media in 2015, i.e. www.topskor.co.id and their twitter account *@HarianTopSkor*. It has made change, i.e. the website with update, fast, and realtime news on their online media.

Previously the *TopSkor* website was just used to promote news in their printed newspaper published on that day. So the news published on the website is not updated. Moreover, when printed newspaper is not published, the *TopSkor* website does not update the information despite there are various sports events at the time (Anshari & Prastya, 2014).

As the main platform of TopSkor is on the printed media, I assume that human resources in sport newspaper have the working patterns and strategy of printed media. The convergence requires new working strategy and the adaptation is definitely not simplistic issue. Therefore, the media requires good human resources management to face the new challenges.

Theoretical Frameworks

In the daily activities, human resources have some working patterns. These include (1) planning process, (2) input process, (3) transformation process, and (4) output process. The planning process covers the demand planning of human resources, job design and analysis, and organizational structure planning. The input process includes recruitment, selection and placement activities. The transformation process consists of transfer, promotion (career advancement), training, demotion (position replacement), organizational development, competency, provision of allowances and facilities, employee safety and health program as well as labor union relationship. Moreover, those in the output process are performance appraisal, productivity growth, and program and strategy evaluation (Rachmawati, 2008).

The human resources management should pay attention to adaptation process too. It is because the media convergence definitely needs a new approach. It starts from individual adaptation of each personal in the editorial board towards working patterns, the profiency of various skills to the organizational struc-

tural adapation of the editorial board. The adaptation is not absolutely easy. The change of working patterns has the potential to trigger the change of work culture and moreover it can trigger "the work culture shock" to crews in all levels of the editorial board (Dal Zotto, Galichet, & Lugmayr, 2011).

In general, the media editorial board has two strategies (particularly in relation to human resources) when it wants to do media convergence, i.e. (1) dealing with the convergence of the existing personal; (2) recruiting new personal.

In the *first* strategy, the reporters have to make news in different media platform, such as the format of printing and radio media, printing and online media or others. The benefit is no necessary for new employee procurement-- it is considered as simplistic step. However, single newsroom concept definitely depends on technology. The concept is vulnerable to problem particularly if there are some reporters who are not able to send news due to technological issues. In the other side, this strategy requires the media editorial division that should increase the personal skill by conducting training and education (Supadiyanto, 2014)

Moreover, if the media decide to add new personal, the consequence is that the newsroom has to make new organizational structure and new working strategy such as working hours (Mustika, 2014; Syauqi, 2015). The adaptation absolutely has consequence to salary, compensation and other facilities for the new personal.

In relation to new organizational structure, the media can make an integrated newsroom functioning as "server" that delivers news to various platforms. Each reporter has main job of searching and writing news and then submitting his/her job to the "server". The editors will process the news appropriate to the selected platforms. It starts from printing, online, digital, e-commerce to TV streaming (Mustika, 2014).

Material and Methodology

The research method uses a qualitative approach. The data collection technique uses interview to *Top-Skor*'s editorial division and Human Resources division. The interview is conducted directly or face to face interview and through electronic mail with the medium language of bahasa Indonesia.

The research informants are as follows. (Table 1)

Result and Discussion

TopSkor is pioneer sport daily newspaper and the only one that still exists until right now. It successfully occupies the 4th position of the readership share with total of 745,000 readers in 2007. As a new daily newspaper with the initial publication in January 6, 2005, *TopSkor* is able to get total readers of 8%. With the sport newspaper genre, *TopSkor* is able to shoot at the specific market target, i.e. sport lovers (Nastiti, 2011). The success to get exclusive license of the well-known Italian sports daily *La Gazzetta dello Sport* makes *TopSkor* to get positive response from market. Based on the survey of AC Nielsen in the third quarter of 2010, *TopSkor* becomes the newspaper with the biggest readers in Jakarta totaling 800,000 readers (Hito, 2013).

From the researcher's interview results, the informants state that the purpose of *TopSkor* is to seriously develop online platform keeping up with the times. In fact if it only focuses on printing media, it will be difficult to compete intensively in digital era. Online *TopSkore* has aspiration to become online media being able to compete with other online media.

In principle, there is no significant difference between the theme exposed on online *TopSkor* and printed *TopSkor*. It only differs from the aspect of presentation. The online platform intensively exposes news with "*common issues*" and the printed version is more exposed in the in-depth reportation (Ari Dwi Prasetyo, the editor of *TopSkor* online, March 22, 2016).

Table 1. Informants

Num	Name	Position*	Date of Interview	Notes
1	Slamet Setyadi	Manager of Human Resources Department	March 21, 2016	Face to face interview
2	Ari Dwi Prasetyo	Online Editor	March 22, 2016	Interview via email

*) Note: when interview being conducted

Online TopSkor is in the pioneering phase, so whether directed or indirected there is no other online media considered as competitor to the media. Online *TopSkor* definiltely becomes online media as comparison in the news presentation and the reportation (Ari Dwi Prasetyo, the editor of *Online TopSkor*, March 22, 2016).

The amount of readership and advertisement become the success parameters of *Online TopSkor*. Concerning this matter, the informants state that total readership is considered as those the total amount who have accessed the website recorded in the Content Management System (CMS), the realtime reader rate in Google Analytic and website ranking in Alexa website.

- **Working Procedure in *TopSkor* Newsroom**

TopSkor has had separate team to handle online media management. The names of position and duties are as follows: (1) Managing editor: writing news, editing news from the printed convergence, making coordination with top leaders of printed TopSkor and managing news traffic on Online; (2) Editor: writing news, editing news from the printed convergence and filing recapitulation of total daily news, monitoring website ranking in Alexa website, deciding the most popular news; (3) Online Reporter: writing news and editing news from the printed convergence. Total personal for each position is one employee. (Ari Dwi Prasetyo, TopSkor's Online Editor, March 22, 2016).

Personal in the three positions has tasks of searching and publishing their own news. The news sources can be from foreign news or subscribed news agencies. The three positions have tasks of selecting send news from the editorial board of the printed media for publication in online version. There are some additional tasks as well, i.e. social media management, i.e. Twitter account @HarianTopSkor. The informants state that the information sent via Twitter is news promo in a kind of news link with online version and news promotion in printed version. What about the working hours?

For crews of Online TopSkor media with three employees, the division of working hours is Managing Editor who starts at 07.00 to finish. Editor starts at 12.00 West Indonesian Time (WIB) to finish, and the reporter at 15.00 WIB to finish. For the hour to finish the tasks, it is appropriate to each personal because total human resources are not ideal yet. Moreover, reporters and correspondents

in the printed media is not restricted their working hours for online media; the most important thing is in 24 hours that they send three news (Ari Dwi Prasetyo, Editor of Online TopSkor, March 22, 2016).

TopSkor admits that they face the lack of human resources (in amount) for online platform. In order to meet the target, news from online version also gets feeding from the printed media. (i.e. reporters, correspondent and photographers of the printed media). The lack human resources make the aspect of speed on online news cannot be maximized yet.

The biggest challenge is in the aspect of human resources. It is because TopSkor holds the media convergence, so crews of the printed media must do double jobs. They have to send news to its online media as well and at least three news per day. The reporters who do reporting are given the tasks of writing news to Printed TopSkor and Online TopSkor as well . . . . Therefore, from the aspect of speed and human resources demand on online media are frequently not maximal (Ari Dwi Prasetyo, Online Editor of TopSkor, March 22, 2016).

Online news in *TopSkor* gives priority to realtime reporting. For example, when reporting on one football match for 90 minutes, the reporter must upload the latest progress per 30 minutes from the occurrence of each goal, the failure of referee, the first violation to the first card (yellow or red), or others (the interview with Slamet Setyadi, March 16, 2016). The informants states that news on online media gives priority to unspecific events, so the news is short or at least four paragraphs. The in-depth report will be sent to the printed version (the interview with Ari Dwi Prasetyo, March 22, 2016).

- **TopSkor's Human Resources Management in Media Convergence Planning**

The planning carried out in *TopSkor* is through the establishment of organizational structure and new job analysis, i.e. online team. Each position has name and duties. For each position is handled by one employee (last data update: March 2016). In relation to the organizational structure, the online team coordinates to team in printed media for news sharing. Concerning field tasks, journalists of the printed media have obligation to send three news per day for online media.

For team in Online TopSkor who particularly produces news, there are three persons who are responsible, i.e. Online Managing Editor, Online Editor and Online Reporter. Moreover, other feeding comes from reporters and correspondents of the printed media who send three news every day (Ari Dwi Prasetyo, Editorial of Online TopSkor, March 22, 2016).

- **Input Process**

The planning process is followed up with recruitment, selection and placement. Human Resources Manager of *TopSkor*, Slamet Setyadi states that *TopSkor* has recruited specific team officially, i.e. for the reporter position. Moreover, for the position of editor the management appoints the existing reporter in the printed media.

We officially recruit new personel, and this time one person for as reporter position of TopSkor Online. We replace one person from the printed media to occupy the editor position or the editor-level officer on online media to backup editor who has online experiences. (Slamet Setyadi, Human Resources Manager of TopSkor, March 16, 2016).

TopSkor carries out two recruitment methods, i.e. open – in a kind of notifying job vacancy in mass media, and close in which the management appoints one person based on the recommendation. The requirements of the job applicants in the open recruirement are undergraduate degree from every discipline, minimum GPA of 2.75, fresh graduates have great chance to be considered, technology savvy to support journalistic work, understand writing technique with good spelling of bahasa Indonesia grammar and have enough sport knowledge. The working experience is not too important because *TopSkor* has training program for its new reporters. *TopSkor* gives a high priority to organizational experiences inside or outside of the campus or community.

We considered who has organizational experiences during their study in university. Along with my experiences, students who have the background of organizational experiences are more accommodative, more open to change, easier to be directed because they usually do debate, accept every decision—whether he/she is disagree with it (Slamet Setyadi, Human Resources Manager of TopSkor, March 16, 2016).

For the close recruitment, human resources candidates in the editorial board base on the recommendation from those having reputation. Slamet Setyadi states that the number of candidates in the close recruitment is definitely restricted. When the interview carried out, Slamet Setyadi states that his party is considering one person in the position of national editor.

There is no specific requirement for reporters on *Online TopSkor*. It only differs in news writing techniques. According to Slamet Setyadi, personally he would rather to place new reporters in the printed media first than online, because those who work in the printed media will have basic journalistic skill comprehensively.

In my opinion, It is better if new recruited journalists should be placed in the printed media. So let them know journalism standards they should deal every day (Slamet Setyadi, Human Resources Manager of TopSkor, March 16, 2016).

- **Transformation Process**

As having been written in the sub-section on the working patterns of the editorial board, there are some additional tasks for the reporters of the printed media. In this matter, *TopSkor* management prepares new regulation concerning compensation to be awarded for the additional working.

Started from January 1, 2016 management has a new policy to combine the decree on salary hike and allowance particularly for the level of reporters. That each reporter of the printed media has to feed three news to online media, not less or more (Slamet Setyadi, Human Resources Manager of TopSkor, March 16, 2016).

In the implementation of daily tasks, reporters in the editorial division of *TopSkor* will get job rotation. In general the job rotation policy will be carried out for new reporters. In this matter each reporter will carry out some reporting tasks for different kinds of sport during the period of time. For example, in some period of time the reporter has the tasks of reporting national football news. When it is over, the reporter will get new reporting area, I.e. international football, automotive sport or other sports. During the job rotation period, the supervisors will observe what kind of sport the reporter has a better reporting. After the job rotation period, the reporter will get permanent reporting area. However, under any circumstances

it is possible for reporter who has the permanent reporting area, will be replaced to another area.

> *When a reporter is in the development period from fresh graduate, reporter to junior reporter, the editorial division targets that the reporter should reach is to master all parts of reporting activities. . . After fulfilling the job rotation period, we place the reporter in area that he/she has great potential. However, because the reporter has experience in reporting different kinds of sport, we can switch the reporter when needed. Or the management can ask to switch the reporter with certain desk when the team is in lack of personnel, for example two or three reporters are sick simultaneously. (Slamet Setyadi, Human Resources Manager of TopSkor, March 16, 2016).*

In relation to online platform, *TopSkor* prepares some personals from its printed media to immediately switch to the online media management. The step is carried out in the early development of online media. Slamet Setyadi states that right now there are some reporters in printed *TopSkor* who have obligation of feeding news to online media with greater number than the aforementioned stipulation. The purpose is when the online version requires additional human resources immediately, there are some personals who are ready.

> *Each reporter of the printed media has obligation of feeding three news to online media . . . . However, there are two personals who have been charged the obligation of feeding news, for this time, five to ten news per day. It is part of our preparation, our anticipation if one day there is some demand for which editors from the printed media are off duty for the editors of the online media. (Slamet Setyadi, Human Resources Manager of TopSkor, March 16, 2016).*

- **Output Process**

In the process, *TopSkor* has schedule to evaluate the performance of its journalists. The evaluation is directly at the superiors' hand. In relation to the online version, the evaluation indicators are total amount of news they have writen. Their superiors will do evaluation weekly, monthly and annually.

> *The editorial board of the online media make a daily report to Human Resources Department and Editor-in-Chief on the productivity of who writes what and how many number. From the evaluation card it will be known who is recorded and detected. In the end of month the editorial board makes monthly report which will become entry point for Human Resources Department to make appraisal. (Slamet Setyadi, Human Resources Manager of TopSkor, March 16, 2016).*

Slamet Setyadi also explains how the criteria of human resources performance appraisal in the editorial board of *TopSkor* in general. The appraisal is conducted directly by *TopSkor's* superiors with the scoring system. The reporters get appraisals from rubric editors, and otherwise the rubric editors get appraisals from managing editor and vice editor-in-chief; on the contrary, the managing editor and vice editor-in-chief get appraisals from editor-in-chief. The appraisal points in the division of the editorial board will get additional data input from Human Resources Division. Finally the appraisals will be reported to *TopSkor's* editor-in-chief.

Slamet Setyadi explains that out of the appraisals, every January *TopSkor's* management prevails the appraisal system with qualitative and normative standards. While the qualitative standards related to working issues and normative standards are the social aspects. The appraisal results are under the classified category in which those who are appraised do not know the results. The results become restricted reports to the top management or the level of editor-in-chief or higher ones. The working evaluation results can become the parameter for salary increases as well if at the end of the year, the company is recorded having a prospective profit.

The starting point of discussion is resources in press business: human beings, money, market, equipment, stuff or material, and methods (Yusuf, 2010). Concerning the media convergence, I try to combine the interrelationship between the resources, i.e. equipment, method and human resources.

Technology (equipment) is important element in the convergence (Nugroho et all, 2012). To optimize the technology, it requires new working strategy (method). In the contect of the editorial board, the new method relates to the establishment of new rubrics and different presentation ways in various platforms (Adiprasetyo, 2007). The planners and executors of the working strategy is definitely human resources themselves. Therefore, in the convergence era it requires human resources who fully understand the technology usages.

In the daily activities, human resources need model/working patterns. These include (1) planning process, (2) input process, (3) transformation process, and (4) output process (Rachmawati, 2008). In the planning phase, *TopSkor's* management does new organizational structural planning, i.e. the establishment of specific team that handles *Online TopSkor.* There is any coordination line between the team of online media team and printed media. The new organizational structure also gets support to the awarding of the position names and description of each job.

In the input process, *TopSkor* carries out recruitment, selection and placement. *TopSkor* has two recruitment strategies: open and close systems. There are some requirements used to carry out the selection, and there is no any difference between those in printed and online version. The new recruited reporters will carry out news writing for printed and online version at first. After some period of time, direct superior of the reporters will give appraisals and recommendation. Therefore, it is decided that the related reporters are more potential to be placed in certain reporting areas.

In the transfer process, *TopSkor* carries out the position replacement in a kind of switching the tasks of some reporters from the printed media to those in online media. The position replacement aims at managing the online media while they are waiting personal from recruitment process. In relation to the content in online version, *TopSkor* gives additional tasks to the reporters of the printed media; they have to write three news per day for online version. The additional tasks get the following decision, i.e the compensation awarding.

Situation in planning, input and transformation process indicates that the media convergence will raise demand that human resources in the editorial board have to have a variety of skills to accomplish some tasks and bring up new structures in the organization (Dal Zotto et al., 2011).

In the final process, i.e. evaluation, *TopSkor's* management will appraise the productivity of its journalists: whether they are able to meet news target or not. The evaluation is carried out by direct superior, and the evaluation process will be reported to *TopSkor's* top leader. There are some types of evaluation reports, i.e. daily, monthly and annually reports.

Conclusion

The kind of media convergence from *TopSkor* is the presentation of news in the printed and online platform. The core platform of the first sport daily newspaper in Indonesia is the printed plantform.

Amount of human resources the management has is the biggest challenge for *TopSkor's* editorial board in the practice of the media convergence. As a result, *TopSkor* does some adaptation to the human resources management in the divison of editorial board, such as the replacement of some journalists from the editorial board of the printed media to those in the management of the online media, double job for journalists who have tasks in the editorial board of the printed media, the adaptation of working hours in the editorial board of the online media and compensation awarding.

TopSkor prepares human resources towards the convergence in two ways. *The first is* a recruitment for external parties in open and close way. *The second* is that *TopSkor* prepares some journalists of printed *TopSkor* for the tasks of the online media. The preparation is carried out in a kind of awarding task burden of managing online news in a greater number than the aforementioned provision.

Limitation. The research has only some information on the human resources management and it comes from the interview in the managerial level (editors and human resources manager). It means that this research just gives early description on human resources management of a sport media in Indonesia towards the convergence. The research does not cover real problems that are potential in real life.

For further researches they can discuss the human resources of the media editorial board in the convergence era. These include interview in a variety of levels from top manager (editor-in-chief, editors) to staff (reporters in field). Moreover, it is better again if the data collection in the research can get support from the participative observation data. As a result, it will get data in greater number particularly in the level of implementation. Moreover, the participative observation can get greater data on the adaptation of crews in the editorial board towards the convergence. According to Dal Zotto,et al. (2011), the change of working patterns potentially triggers the change of working culture. Moreover, it is possible that the presence of "work culture shock" of the editorial board personals have undergone.

Moreover, concerning human resources of the editorial board, another suggestion is that the next research should be carried out in the context of some reporting theme. For example, it studies the human resources management of the sport media editorial board when the management presents the news of World Cup, European Cup or other international sport events and Indonesia becomes participant in the events. Therefore, it will be obviously seen how the media editorial board manage the working patterns and human resources in "dividing" news into each platform.

The research can be developed to study working unit instead of newsroom, such as advertising or marketing division. Of course, in the convergence era, other working units should have new working strategies which require the adaptation of human resources in the divisions as well. The adapation is carried out through human resources management.

Acknowledgement

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