

DIGITALIZATION'S IMPACT ON THE SUSTAINABILITY OF PRINT MEDIA: A CASE STUDY OF RADAR SULBAR DAILY IN MAMUJU REGENCY

¹Ria Ainun Hijriani, ²Andi Indra Martini, ³Jamaludin Kamarudin
^{1,2,3}Universitas Muhammadiyah Mamuju

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ABSTRACT

This study investigates the impact of digitalization on the performance of the print media industry, with a specific focus on Radar Sulbar Daily in Mamuju Regency. Qualitative data were collected through observations and interviews with key personnel. The research utilized triangulation to ensure data validity. Data analysis involved reduction, presentation through descriptions and narratives, and drawing conclusions. The SWOT analysis method was applied to assess strengths, weaknesses, opportunities, and threats, aiding in strategy formulation. The study emphasizes the challenges and opportunities print media faces in the digital era, highlighting the need for adaptation to remain competitive. Overall, it offers insights into the evolving media landscape and the importance of embracing digital trends for long-term viability.

E-mail:

jamaludin_km90@yahoo.co.id

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1. INTRODUCTION

The development of science and technology is increasingly rapid, including in Indonesia. In the field of manufacturing, and production is increasingly utilizing technology to improve company performance. Many industries are making changes in their industries, digitizing product production. Along with this, there are changes in organizational practices that accompany it (Manresa, Bikfalvi and Simon, 2021). Industry in Indonesia is currently undergoing a considerable digital transformation, forcing companies to make adjustments to the technology itself, digital competence is a necessity for companies today to be able to fulfill their functional responsibilities, without ruling out the possibility of obstacles from some parties who cannot keep up with this development quickly (Puspitadewi, 2019). Various industrial fields in Indonesia are optimizing their digitalization. In a study conducted by Karami (2018) in a company that utilizes information systems to improve their operational performance, and the organization. The company felt the effect, and based on the results of the study, to implement digitalization, it is necessary to pay attention to data quality, observation, and even document searches. The digitization process needs to be done so that the company is not left behind (Raza and Komala, 2020).

Digitization is the process of converting from analog to digital by using digital technology and data with automatic operation systems and computerized systems. Digitization of information formats provides advantages for conventional print media, namely reduced printing and distribution costs. Conventional print media distribution requires a kind of conventional distribution network such as newsagents which costs a lot of money. Meanwhile, digital newspaper distribution only requires internet access. Technology comes from the Greek language, namely Technologia, according to the Webster Dictionary, it means systematic treatment or systematic handling of something, while techne as the basis of the word technology means skill or expertise, skill and knowledge. According to Roger in Fatah (2008), technology is a design or design for an action tool that reduces uncertainty with a causal relationship in achieving a desired result. Jacques Ellul in Muntaqo (2017) defines technology as a whole method that rationally leads and has efficient characteristics in every human activity.

According to Muhasim (2017), the development of digital technology is the result of engineering human reason, mind, and intelligence which is reflected in scientific progress. Furthermore, it provides benefits in all aspects of human life. According to Bambang Warsita (2008: 135) information technology is a means and infrastructure (hardware, software, useware) systems and methods for obtaining, sending, processing, interpreting, storing, organizing, and using data meaningfully. The same thing is also expressed by Lantip and Rianto (2011: 4) information technology is defined as science in the field of

Digitalization's Impact on the Sustainability of Print Media: A Case Study of Radar Sulbar Daily in Mamuju Regency. Ria Ainun Hijriani, et.al

computer-based information and its development is very rapid. Hamzah B. Uno and Nina Lamatenggo (2011: 57) also suggest that information technology is a technology used to process data. Processing includes processing, obtaining, compiling, storing, manipulating data in various ways to produce quality information, namely information that is relevant, accurate, and timely. The transformation of public services through the digitization process will affect the performance of individuals and organizations. As one of the main functions of the government, these services should be organized in quality by the government. Service quality is the level of excellence expected and control over that level of excellence to meet customer desires.

The industrial revolution 4.0 forces everyone and organizations to use technology in their various activities. This is done as an effort to minimize all work activities can still be done. The way is through the use of information technology so that good quality public services can still be realized and delivered. However, there are obstacles to the implementation of e-government, namely the technological aspect, namely a very slow internet connection, with the absence of adequate advice and infrastructure to implement E-government in the region. The culture of users is also an obstacle factor in implementing E-government in a region (Musfekar, 2018). Information and communication technology has indeed developed rapidly with the internet platform that produces new media. This rapid development has succeeded in changing the behavior and character of the mass media business, especially newspapers. When entering the digital era, everything changes by relying on the speed of information distribution. The pattern of sending news that is usually done manually can now be done digitally. News or information that can be accessed in a conventional way (read through newsprint), can now be accessed from the palm of the hand quickly. Everything is changing very quickly. This condition finally requires newspapers to join hands with the new media.

Predictions that the printed mass media will have gloomy times and even die are actually not happening today. Long before this, around the 19th century, when radio was born and used as an electronic mass media, observers at that time predicted the decline in the growth of print mass media and some even predicted that print mass media would collapse. The prediction has a very basic argument, namely that radio mass media is easier to reach audiences without having to use human distribution networks. Radio broadcasts are very easy for audiences to receive because they use frequency networks in the air. The distribution range is also farther and faster than the print mass media. This proves that electronic media (radio and television) which were born after print media will not automatically kill print media. This also means that the predictions of media observers were wrong. In fact, until now many believe that this is not necessarily the case. One of the reasons that can strengthen the belief is a motivation that every challenge there is a solution. For every difficulty, there is ease. Even so, it should be realized that the print media industry must remain aware of the storm of new media that is very likely to disrupt the performance of the print media business at any time. In fact, there are now a number of print media that have fallen, both abroad and domestically. From the cases of the collapse of a number of newspapers above, financial economic problems are the main reason. This means that the newspaper was closed not because of political clashes and others, but for financial economic reasons, namely financial difficulties.

Literature Review

According to Stanton (2013: 93), marketing is a system of business activities designed to plan, determine prices, promote and distribute products that can satisfy desires in achieving company goals. According to Kotler and Armstrong (2012: 29), "Marketing as the process by which companies create value for customers and build strong customer relationships in order to capture value from customers in return", meaning that it states that marketing is a process by which companies create value for customers and build strong customer relationships to capture value from customers in return. According to Sudaryono (2016: 41), marketing is a business process that seeks to align the human, financial and physical resources of the organization with the needs and desires of customers in the context of a competitive strategy. From several theories that have been put forward by the experts above, it can be concluded that marketing is an economic activity carried out by companies to meet consumer needs and achieve company goals, where companies create more value to build relationships with customers by aligning human, financial and physical resources of the organization. The core concept of marketing, as outlined by Sudaryono (2016), consists of four main elements. First, marketing begins with an understanding of human needs and wants. Needs are things that are necessary for survival, while wants are additional desires or wants beyond basic needs. Second, to fulfill these needs and wants, products or services are key. Products are not only seen from a physical point of view, but also from their function in

Digitalization's Impact on the Sustainability of Print Media: A Case Study of Radar Sulbar Daily in Mamuju Regency. Ria Ainun Hijriani, et.al

meeting human needs. Third, the marketing process involves exchanges, transactions, and relationship building between the parties involved. In the beginning, this exchange was done through barter without the use of money. Finally, markets are places where buyers and sellers meet. The size of the market is determined by the number of people who have needs, have resources that others are interested in, and are willing to make exchanges to fulfill their needs. This is the core of the marketing concept which underlies the philosophy that satisfying consumer needs is the key to the economic and social survival of the enterprise. According to Swastha in Hartono (2012: 885), there are two main elements that make up the marketing concept. First, the main goal of companies is to achieve profitable sales volumes to strengthen their economic conditions. This is done by providing comfort and protection to employees, so that they can work well together to increase company profits. Secondly, the importance of coordination and integration of all marketing activities of the company to understand consumer needs and prevent problems that may arise. In this context, a manager has a special responsibility in carrying out this role.

Marketing strategy is a management that is organized to accelerate solving marketing problems and making strategic decisions. Each management function makes a certain contribution when developing strategies at different levels. Marketing is the function that has the most contact with the external environment, even though the company only has limited control over the external environment. Therefore, marketing has an important role in strategy development. According to Assauri (2007: 42) marketing strategy is a fundamental tool planned to achieve company goals by developing a sustainable competitive advantage through the markets entered and the marketing programs used to serve these markets. Meanwhile, according to Buchory (2010: 15) states that what is meant by marketing strategy is marketing thinking which is a tool to achieve marketing goals. This strategy consists of specific strategies for target markets, marketing mix, market positioning and marketing financing levels. The definition of marketing according to Assauri (2007: 170) is the basis of action that directs the marketing activities or efforts of a company in competitive conditions and an ever-changing environment, in order to achieve the expected goals in an organization. The above definition indicates that in implementing a marketing strategy the company needs to analyze the situation and market conditions and assess its position in the market, so that the company is able to determine the goals and objectives that are expected to be achieved and the activities that must be carried out to achieve these goals and objectives.

According to Swastha in Hartono (2012: 885), there are two main elements that make up the marketing concept. First, the main goal of companies is to achieve profitable sales volumes to strengthen their economic conditions. This is done by providing comfort and protection to employees, so that they can work well together to increase company profits. Secondly, the importance of coordination and integration of all marketing activities of the company to understand consumer needs and prevent problems that may arise. In this context, a manager has a special responsibility in carrying out this role. Marketing has a strategic role in matching the company with its surrounding environment to address two key considerations: first, determining the business the company is currently in and the type of business it could be in in the future; second, how to run the chosen business successfully in a competitive environment, including aspects of product, price, promotion, and distribution to serve the target market. In the context of strategic planning, marketing has two dimensions: the current one deals with the current relationship between the company and its environment, and the future one includes the expected future relationship and the steps needed to achieve the goal. Marketing strategy involves the basic principles that guide management in achieving its business and marketing objectives within target markets, including strategic decisions about product, price, promotion, distribution, and marketing allocation.

The structure of strategic marketing management includes an analysis of the internal and external environment to identify inputs that the company uses in selecting strategies, taking into account factors such as demographics, technology, politics, law, and culture that affect the business. In marketing strategy, there are five interrelated elements. First, market selection, which involves market segmentation and selection of target markets based on factors such as product function, resource limitations, and previous experience. Second, product planning, which includes product specification, product line establishment, and product offering design that includes the benefits provided to customers. Third, pricing, which determines the value of the product in the eyes of the customer. Fourth, the distribution system, which involves wholesale and retail channels to reach the end consumer. Finally, marketing communication (promotion), which includes various strategies such as advertising, personal selling, sales promotion, direct marketing, and public relations. In developing a marketing strategy, an analytical approach is indispensable. A company's marketing strategy approach relies heavily on analyzing key factors. First, companies should pay attention to environmental factors such as population,

Digitalization's Impact on the Sustainability of Print Media: A Case Study of Radar Sulbar Daily in Mamuju Regency. Ria Ainun Hijriani, et.al

government regulations, technology, inflation, and lifestyle, which may affect their business. Second, market factors such as market size, growth, buyer behavior, and market opportunities should always be considered. Third, companies need to understand competition by identifying competitors, their strategies, and their strengths and weaknesses. Fourth, an analysis of internal capabilities such as technology, financial resources, marketing, and customer base needs to be conducted. Fifth, consumer behavior should be monitored to develop appropriate products, pricing, distribution, and promotion. Finally, economic analysis helps companies estimate the profit potential and risks in each marketing opportunity. Mistakes in marketing strategy can negatively affect a company's sales and finances, especially in a competitive business environment. Therefore, marketing strategy plays an important role in achieving marketing success and maintaining a company's competitiveness.

Communication is an activity that has been carried out by humans since humans exist. However, the science of communication studied today is actually the result of a very long developing process. Therefore, the definition of communication is diverse. Communication is very often done and is a very basic need for humans, because almost every moment in life is needed to communicate between individuals to groups. Verbally occurs when someone with another person conveys a message to each other, but if someone with another person at a distance can also be done in various ways to communicate with each other. The term communication in English is communication. Basically, etymologically, the word communication comes from the Latin *communis* which is derived from the word *communis* which means "the same", *communico*, *communicatio*, or *communicare* which means "to make common". The first term *communis* is most often cited as the origin of the word communication, which is the root of other similar Latin words. Communication suggests that a thought, a meaning, or a message is shared (Deddy Mulyana, 2014: 46). Communication is community, which also emphasizes similarity or togetherness. A community is a group of people who gather or live together to achieve certain goals, and they share meanings and attitudes. Without communication there would be no community. Community depends on shared experiences and emotions, and communication plays a role and explains that togetherness. Therefore, communities also share forms of communication related to art, religion and language (Deddy Mulyana, 2014: 46).

Basically, communication is carried out verbally by two parties carried out by more than one person in order to understand the messages conveyed to one another. In the absence of verbal language between the two parties (more than one person), communication with one another can still be done by moving the body and showing certain attitudes, such as moving the head up and down, pointing at something with the hand, waving, shrugging, and smiling. This is referred to as nonverbal communication. Verbal communication is the primary means of expressing our thoughts, feelings and intentions. Verbal language is words that present various aspects of our individual reality (Deddy Mulyana, 2014: 261). Nonverbal communication is all cues that are not words. According to Larry A. Samovar and Ricard E. Porter, nonverbal communication includes all stimuli (except verbal stimuli) in a communication setting, produced by individuals and the use of individual environments, which have potential message value for the sender or receiver, so this definition includes both intentional and unintentional behavior as part of the overall communication event, we send many nonverbal messages without realizing that these messages are meaningful to others (Deddy Mulyana, 2014: 343). According to Shannon in the book Ahmad Sultra and Nurhakki (2017: 29), the purpose of communication is to influence others, so that feedback arises. According to him, communication includes writing and oral speech, but also music, drawing, ballet theater, and actually covers all human behavior. That is, all activities that have an impact on others or affect the thoughts and feelings of others are communication activities. In conclusion, communication is a form of one's behavior, both verbal and nonverbal that is responded to by others.

Communication that involves feedback requires three main elements: communicator, message, and communicant. The communication process is divided into two stages. The first stage is primary communication, where messages are conveyed directly using symbols such as language, signs, pictures, or colors to communicate the communicator's thoughts or feelings to the communicant. Language is the most common example of primary communication. The second stage is secondary communication, where the message is conveyed from the communicator to the communicant using a tool or means as an additional medium after the symbol is used as the first medium. Secondary media is used when communicants are far away or there are many of them.

Media history teaches us to take the future seriously. Like today, when all media technology devices are digital. Through digital technology, journalism's need for speed is increasingly fulfilled. Through digitization, information can be packaged into various formats. News submissions can be

Digitalization's Impact on the Sustainability of Print Media: A Case Study of Radar Sulbar Daily in Mamuju Regency. Ria Ainun Hijriani, et.al

combined with entertainment, advertisements, letters, and even household groceries. All are sent through audio and visual devices, such as: multimedia computer-TV-phone-fax-CD Rom. Digitization makes information flow personally and instantaneously into homes. The key to corporate success in the 1980s was creation and mastery, and mastery was analogous to blood in the human circulation, which must always flow regularly and quickly to the places that need it. In this period, philosophical changes from traditional companies to management companies saw the key to company performance. (Sambas, 2015: 161). The digital world has started to happen since a decade ago, and at the same time there is a growth of increasingly sophisticated communication receivers. The communication tools we have now allow us to not only communicate verbally, but also communicate by exchanging data, sending written messages, in very large numbers (Haryanto, 2014: 170). Undoubtedly, today media and information are at the center of world citizens. Media, is at the center of the attention of the world community in the twenty-first century (McChesney, 2004: 41). The intensification of globalization has made the media actively move, shift, and transform. Therefore, understanding the transformation of the media becomes urgent, because the transaction of ideas and the flood of information become inevitable.

The development of new media, especially online media or new media, brings significant changes in the communication process. New media allows for faster and more innovative information delivery than conventional media. It creates a more flexible public space and faster access to media. New media also includes computer technology, the internet, and digital media, which offer various features such as interactivity and the ability to convey messages in diverse ways. Although the internet is not yet fully utilized for mass media, online media has become an important alternative for accessing information and news. The challenge for print media is the increase in internet users, resulting in greater competition and the need to adapt to technological developments. Media convergence is also a trend that print media must face, requiring the improvement of human resources in mastering technology and information. These changes have altered the way of communication and interaction between the media and society. Currently, the tendency of the media industry as a tool of capitalism is becoming increasingly apparent. It is becoming increasingly pervasive, reaching everywhere, tending to want to monopolize and even cross national borders. But the control of the owners is increasingly concentrated in just a few people. Online newspapers have their own advantages and disadvantages. Newspapers are perceived as slow, because information that has been reported on TV and online media can only be enjoyed by readers the next day. While online media has the advantage of being fast in delivering information. The modern world will become a global village, which means a condition regarding the development of communication technology in which the world can be analogized into a very large and extensive village (Marshall McLuhan in his book entitled *Understanding Media: Extension of A Man*), because technology has unified various human information needs. Convergence also has a positive impact because it streamlines many activities. With convergence, the handling of public communication needs increasingly leads to the integrity of services on the internet. The use of the internet in the public sector is increasingly central. Digital newspapers as convergence media in the digital era. The revolution in communication and information technology is slowly giving a new dimension to the development of the press everywhere, including in Indonesia. The internet, which has the ability to reach all parts of the world without restrictions. (cyberspace), slowly and surely, is adopted by mass media in the country to support its journalistic activities.

If an organization wants to progress or develop, it is required to have quality employees. Qualified employees are employees whose performance can meet the targets or goals set by the company. To get employees who have good performance, performance implementation is needed. Performance measures can be seen in terms of quantity and quality in accordance with the standards set by the organization or company. The form can be tangible (can be determined by measuring instruments or standards) or intangible (cannot be determined by measuring instruments or standards), depending on the form and process of carrying out the work. The performance produced by journalists is determined by several factors and conditions, both those that come from within journalists and those that come from outside individual journalists. Performance can affect the ongoing activities of an organization or government agency, the better the performance shown by employees will greatly assist in the development of the organization or government agency. According to Robbins, (2012: 260) employee performance is the result of work both in quality and quantity achieved by a person in carrying out tasks according to the responsibilities given. Meanwhile, according to Hasibuan (2010: 94), "A work result achieved by a person in carrying out the tasks assigned to him which is based on skills, experience and seriousness and time."

According to Mangkunegara (2013: 9) "The quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him".

Then according to Sedarmayanti (2010: 174), "Fulfilling or carrying out the obligations of a vow, the results of workers, organizational processes, concretely proven, perfecting responsibility, measurable, can be compared with predetermined standards." Furthermore, according to Hasibuan (2010: 35), "performance or work performance is the result of work achieved by a person in carrying out the tasks assigned to him based on skills, experience and seriousness and time". Based on the definition of performance from several opinions above, performance is a comparison of the results achieved by employees with predetermined standards. Performance also means the results achieved by a person, both quantity and quality in an organization in accordance with the responsibilities given to him. Civil servants (PNS) are assessed through the List of Job Performance Assessment (DP3) made by their direct supervisor every year. DP3 is used as a consideration in the development of civil servants based on a career and performance system. DP3 measures eight norms of behavioral attitudes, including loyalty, work performance, responsibility, obedience, honesty, cooperation, initiative, and work facilities. Loyalty means commitment to Pancasila, the 1945 Constitution, the State, and the government. Work performance is the results achieved in the task. Responsibility is completing tasks on time. Obedience is obeying the rules. Honesty is not abusing authority. Cooperation is working together. Initiative is taking the initiative. Work facility is convincing others to work optimally. Thus, performance is the result of work that reflects the ability, experience, sincerity, and time mobilized by individuals or groups to the maximum extent possible.

The purpose of performance evaluation is to improve company performance by improving the performance of human resources (HR). Performance appraisal does not only examine physical results, but also other aspects such as ability, craft, discipline, and work relationships in accordance with their respective duties. Some of the purposes of employee performance appraisal include improving work ethic, work motivation, assessing employee performance, encouraging accountability, determining fair rewards, differentiating employees, developing HR through reassignment, such as mutation, rotation, promotion, and training. In addition, it also serves as a tool to encourage employees to take initiative in an effort to improve their performance. Performance appraisal is the process by which an organization evaluates the performance of its employees. The general purpose is to provide feedback to employees to improve performance and productivity. Specifically, the purpose of performance appraisal includes making organizational decisions such as promotions, transfers, salary increases, education, training, and other managerial policies. The benefits of performance appraisal, according to Rivai (2011), include several aspects. For employees who are appraised, the benefits include increasing motivation, job satisfaction, understanding of performance standards, opportunities to communicate with superiors, and understanding of personal values. For the appraiser, the benefits include increasing job satisfaction, the opportunity to measure employee performance, increasing employee motivation, and identifying opportunities for employee rotation. For the company, the benefits involve improving units within the company, improved communication, overall employee motivation, and a better understanding of the tasks performed by employees. There are five indicators used to measure individual employee performance. First, the quality of work that measures how well the work is done according to the employee's ability. Second, quantity which measures how much work has been completed. Third, timeliness which assesses the extent to which work is completed in accordance with the specified time. Fourth, effectiveness which shows the extent to which organizational resources are optimally utilized. Fifth, independence which reflects the employee's commitment to work and his responsibility to the company.

To make a plan, of course, we must evaluate external and internal factors. Analysis of factors must result in the existence of strengths owned by an organization, as well as knowing the weaknesses contained in the organization. According to Boseman in Wisnubrot (2013: 162) in Mutiara (2017: 17), SWOT analysis is the process of drawing strengths, weaknesses, opportunities and threats in organizations and the business world known as SWOT assessment or analysis. Meanwhile, according to Jogiyanto in Widharta (2013: 6) in Mutiara (2017: 17) explains that SWOT analysis is: "All organizations have strengths and weaknesses in business functional areas". No company is equally strong or weak in all business areas. Internal strengths or weaknesses, combined with external opportunities and threats and a clear mission statement, form the basis for setting strategic intent. Goals and strategies are implemented with the intention of capitalizing on internal strengths and overcoming weaknesses. The SWOT matrix has four main strategies. First, the SO strategy utilizes the company's internal strengths to seize external

Digitalization's Impact on the Sustainability of Print Media: A Case Study of Radar Sulbar Daily in Mamuju Regency. Ria Ainun Hijriani, et.al

opportunities. Second, the ST strategy uses the company's strengths to overcome external threats. Third, the WO strategy focuses on taking advantage of external opportunities by minimizing internal weaknesses. Finally, the WT strategy focuses on reducing internal weaknesses and avoiding external threats.

2. METHOD

In this research, the type of data used is qualitative data, which is obtained through descriptions and explanations from business actors in the Radar Daily Office of Mamuju Regency, West Sulawesi related to the problems studied. The data source consists of primary data, which is obtained from observation and interview with the head and employees of Radar Daily Office, and secondary data, which is obtained from documents and other records. The research informants consisted of the head of the leadership and employees of Radar Daily Office of Mamuju Regency, West Sulawesi, who had a relationship with the problem under study. The data obtained from various sources were then tested for validity through triangulation of sources, techniques, and time. In data analysis, there are three main components. First, data reduction involves selecting, simplifying, and transforming data obtained from the field. Second, data presentation is done in the form of descriptions and narratives based on the complexity of the existing data. Finally, conclusion drawing is done by testing the validity of the data and producing a comprehensive conclusion.

3. RESULT AND DISCUSSION

Based on the results of research on the Mamuju Regency Radar Sulbar Daily Office Newspaper, it can be explained that the challenges of the Mamuju Regency Radar Sulbar Daily Office Newspaper in the digitalization era as it is known that the Mamuju Regency Radar Sulbar Daily Office is one of the first published print media on June 10, 2004, then. And, until now, Radar Sulbar still exists. This proves that Radar Sulbar has received tremendous appreciation from the people of West Sulawesi which is the first political newspaper in eastern Indonesia that focuses on political news. Some challenges of Radar Sulbar Mamuju Regency Daily Office seen from the media convergence benchmark are: First, advanced technology In the midst of many online media, it cannot be denied to focus on print media alone. Along with the development of technology, there are currently various online media competitors that make the Mamuju Regency Sulbar Radar Daily Office more eager to improve and present superior news, especially in political news, and still remain consistent in the print world as said by Mr. Sudirman Samuel as Deputy Director of the Mamuju Regency Sulbar Radar Daily Office below: "Radar Sulbar Daily Office of Mamuju Regency is still consistent in the world of print because there are still many customers or government agencies that need to be socialized about their best programs and performance, such as the loading of auction advertisements for banking customers". (Interview result on June 12, 2023). The results of the interview above explain that the first challenge of Radar Sulbar Mamuju Regency Daily Office seen from the convergence benchmark is the emergence of various print media competitors. But even though it has a portal, Radar Sulbar Daily Office of Mamuju Regency also continues to develop print media in order to attract the attention of readers from government and business circles. As for the efforts to improve and keep up with its competitors, especially online media. Radar Sulbar Daily Office Mamuju Regency now no longer focuses on print media only, but a year after this media was officially established, Radar Sulbar Daily Office Mamuju Regency presents media convergence in the form of a website with the domain name Rakyatsulsel.com in order to keep up with its competitors, especially online media, currently so many in Mamuju Regency because now making online media is very easy.

Various efforts have been made by Radar Sulbar to survive in the digitalization era, namely in delivering news, especially on the website www.Radarsulbar.com, they always prioritize the speed of news while in the print version or newspaper by examining the depth of the issue or providing information that is deeper and more actual than what is reported on online media. Both efforts are reinforced by excerpts of interviews by Mr. Sudirman Samuel as Deputy Director of Radar Sulbar Daily Office Mamuju Regency said below: "Efforts to improve the print media, Radar Sulbar has online media to keep up with its competitors, especially the current online media which if likened to mushrooms in the rainy season. There are already so many, especially in the city of Mamuju Regency. That's why online we fight in terms of speed, because online media that quickly delivers news has its own plus points compared to other online media. That's why we continue to improve at least, we can compete with other online media in terms of news speed ". (Interview result on June 12, 2023). From the description of the interview above, it can be explained that the efforts of the Mamuju Regency Daily Radar Sulbar Office in

Digitalization's Impact on the Sustainability of Print Media: A Case Study of Radar Sulbar Daily in Mamuju Regency. Ria Ainun Hijriani, et.al

compensating for online media competitors in today's digitalization era are converging and competing through online media in terms of speed in delivering news or information. As it is known that media convergence is a situation that must be fully adjusted by print media publishers through improving the human resources of press industry companies in providing information and mastering technology.

Media from year to year is growing, so that in this increasingly sophisticated digital era the media is automatically required to continue to improve, and see the potential of its human resources. As expressed by Lukman Maddu who is also the person in charge of the Mamuju Regency Radar Sulbar Daily Office that: "The trick is that our human resources must look at technology, especially now that technology is increasingly sophisticated. We must especially Radar Sulbar, of course we must also develop our portal media or online media based online. How can the access be fast and the server is not down because usually if the server is down, the website cannot open so that it can make us be left behind by readers". (Interview result on June 13, 2023). From the interview above, it can be concluded that Radar Sulbar human resources or Radar Sulbar journalists must be able to keep up with technological developments and take advantage of all facilities including in the current digitalization era and further develop the Radar Sulbar website so that it always has many visitors so that it is not down. Radar Sulbar Daily Office Mamuju Regency began to adapt to online media since the presentation of the Radar Sulbar portal in 2004, at that time online media in Mamuju Regency was still lacking, so that online media are now adapting. Radar Sulbar Mamuju Daily Office adapts in terms of news, so that the news published in newspapers or online media is different from that published by its competitors.

This is part of the effort to attract the attention of its readers, as revealed by Mrs. Mawarni Simargolang as a Journalist of Radar Sulbar Daily Office of Mamuju Regency said that: "The way to adapt is of course from the news side, meaning from the news side, we try to make the news that we load in the newspaper and on our portal different from the news published by other online media. That's part of the effort to attract readers. Because we already have our own readers, our targets are actually people from the political, business, academic circles. Anyway, we try to attract the sympathy of all circles by presenting different news". (Interview result on June 15, 2023). In line with what was revealed by the Chief Editor of the Mamuju Regency Radar Sulbar Daily Office that the way to adapt amid the onslaught of online media is by presenting or providing information that is different from its competitors, this is an effort to attract the hearts of readers. The challenges of print media in the digitalization era as it is today if seen from the benchmark of media convergence. As known. Second News is quickly received The challenge of print media from the convergence benchmark is that in today's digitalization era, news can be delivered more quickly to the public through online media or social media. In contrast to newspapers that have to wait for tomorrow to reach their readers. but in the midst of media competition, People's Daily can maintain the existence of the print media of the Mamuju Regency Sulbar Radar Daily Office amid online media competition. As stated by the President Director of the Sulbar Radar Daily Office of Mamuju Regency, Faisal Palapa said that: "It is undeniable that now print media throughout Indonesia, especially in South Sulawesi, are affected by the proliferation of online media that exists now, even so, print media, especially the Sulbar Radar Daily Office of Mamuju Regency has its own readers, because first of all the newspaper of the Sulbar Radar Daily Office of Mamuju Regency has its own segmentation. Especially in the midst of the onslaught of online media now, of course, the Mamuju Regency Sulbar Radar Daily Office must now prepare news that is different from other media and harmonize itself by competing using the online version so that news is quickly received by readers ". (Interview Result on June 15, 2023).

From the results of the interview above, it can be concluded that the challenges of print media from the third convergence benchmark, namely fast news received while maintaining the existence of the media, the Mamuju Regency Radar Sulbar Daily Office, which in fact has its own segmentation, especially in the political field, makes the Mamuju Regency Radar Sulbar Daily Office must provide news that is different from other media that is easily accepted and understood by its readers, especially for politicians, academics and students. Third Cheap: Reading or accessing news sourced from online media and social media is the biggest challenge for the Mamuju Regency Radar Sulbar Daily Office which can reduce print media enthusiasts because news from online media is easily accessible and cheap without having to spend money every day to read the news, only with a smartphone can read the news. As said by the Chief Editor of Radar Sulbar Daily Office Mamuju Regency, Lukman Maddu as follows: "So actually, besides having a positive impact, this online media also has a negative impact on print media, especially the Radar Sulbar Daily Office of Mamuju Regency. Because with the emergence of online media today, print media readers are decreasing due to the transition of readers from newspaper print media to cheaper online media" (Interview Result on June 15, 2023). From the results of the interview above, it can be concluded

Digitalization's Impact on the Sustainability of Print Media: A Case Study of Radar Sulbar Daily in Mamuju Regency. Ria Ainun Hijriani, et.al

that the challenge of print media in terms of cheapness is that in addition to having a myriad of positive impacts, online media has a negative impact on print media when viewed in terms of newspaper readers. In all the results of the interviews, observations and documentation above, it can be seen that the challenge of the print media of the Mamuju Regency Radar Sulbar Daily Office in the digitalization era is to continue to improve and develop online media to align itself with its competitors, which now has the most dominant challenge for the Mamuju Regency Radar Sulbar Daily Office is how to present actual and interesting news amid media competition and be able to deliver news quickly to readers.

Various strategies are carried out by the Daily Office of Radar Sulbar Mamuju Regency to be able to maintain its existence and be able to compete and balance other media in the digitalization era now requires efforts in responding to online media competitors. There are several strategies of Radar Sulbar Daily Office of Mamuju Regency in the digitalization era in responding to online media competitors, namely: First, keep providing maximum service to readers: In the midst of media competition now, the media must have its own tips or management. Healthy media is seen from advertorials or advertisements. One indicator that the media is healthy if the advertisement is balanced with the news. Our strategy is to continue building relationships with companies. Because the plus point of Radar Sulbar Daily Office Mamuju Regency in the current digitization era is because it. It has e-papers and portals that can facilitate readers. This is reinforced in the expression as the Chief Editor of Radar Sulbar Daily Office of Mamuju Regency as follows. "We present an e-paper or digital newspaper which has become a plus point in our media to make it easier for readers to access information through the grip of their gadgets / cellphones. Through their gadgets they can quickly access the People's Daily digital newspaper which is scheduled every day". (Interview results on June 15, 2023) In line with the results of the interview above, it shows that the presence of digital newspapers is a plus for the Mamuju Regency Daily Radar Sulbar Office and makes it easier for readers or customers to access information anytime and anywhere for free.

From the results of interviews, observations and documentation above, it can be concluded that the strategy of the Mamuju Regency Radar Sulbar Daily Office in the digitalization era in responding to online media competitors in terms of providing maximum service to readers has been done well by presenting digital newspapers (e-papers) to make it easier for readers to access information in the digitalization era. One of the important strategies carried out by print media in the digitalization era is digital newspapers as users or users and information providers can provide responses or feedback to each other directly, not in the same way as conventional newspapers. Although there are digital newspapers, loyal readers still prefer newspaper print media. As expressed by Harmin, a loyal newspaper reader below: "I still choose to read newspapers in printed form because the design is more attractive, the news is also more actual and complete when compared to online media, and can be made an archive in the form of clippings. Because Radar Sulbar Daily Office of Mamuju Regency is the only print media that focuses on politics, so political news is discussed in more detail," (Interview Result on June 15, 2023). From the results of the interview above, we can conclude that the People's Daily print media is still the prima donna for activists and loyal readers because it is able to provide actual and complete news. Meanwhile, according to Saddam, who is also a loyal reader of the Radar Sulbar Daily Office in Mamuju Regency, said that: "By reading newspapers, it can broaden my knowledge regarding trending events. Providing more accurate information with an attractive appearance and providing various job advertisements. The service provided is also good and also always provides discounts for us as loyal readers," (Interview Results on June 15, 2023).

From the results of the interview above, it can be concluded that although there are many online media and digital newspapers, readers remain committed to printed newspapers in adding insight and reading news. Second Keep Innovating in creating new ideas. Print media in today's digitalization era to exist and survive amid the onslaught of online media must keep up with the times and automatically must have innovations in creating good ideas. As done by the Mamuju Regency Radar Sulbar Daily Office which began to develop innovations through social media. The result of an interview with the President Director of Radar Sulbar Daily Office of Mamuju Regency, Faisal Palapa, said that: "Currently Radar Sulbar with all available resources, we have begun to develop the Radar Sulbar YouTube channel account, in addition to the support of social media Facebook, Instagram. Alhamdulillah in terms of Instagram followers, it has reached 13k as well as on the Facebook page. By seeing the strength in this social media, we started to think about developing a YouTube channel by presenting interesting content both in terms of videos and news that we make in the form of videos" (Interview result on June 27, 2023).

Based on the results of the interview above, it is revealed that the Mamuju Regency Daily Radar Sulbar Office is now developing a YouTube account and social media to face the digitalization era. So innovation can be done in all fields anywhere and anytime, especially in the print media of Radar Sulbar

Digitalization's Impact on the Sustainability of Print Media: A Case Study of Radar Sulbar Daily in Mamuju Regency. Ria Ainun Hijriani, et.al

Daily Office of Mamuju Regency in developing strategies in the digitalization era. Furthermore, according to the Deputy Director of Radar Sulbar Daily Office Mamuju Regency explained that: "Following the development of media modernization and not forgetting to also be supported by online media so as not to be outdated and utilize technology, use social media, use digital marketing, create creativity and new innovations and provide the best service." (Interview result on June 14, 2023). From the results of these interviews, it explains that to create good ideas in today's digital era, the media needs to keep up with the times and be able to utilize technology to create new innovations such as social media, digital marketing and so on. Apart from the innovation of developing a YouTube account, the Mamuju Regency Daily Radar Sulbar Office also has a program which is one of its innovations in the digitalization era, namely a routine discussion called Ngobrol Politik or Ngopi. However, with the current pandemic, Ngobrol Politik has changed to Ngobrol Vritual. This is clarified in the expression of an interview with the Editor-in-Chief of Radar Sulbar Daily Office Mamuju Regency revealed that: "We have held this Vritual Chat several times via the zoom application, it is also one of our innovations in the midst of the current digitalization era, indeed we must take advantage of all means. Especially now that we have entered the modern era, all applications are available, all that's left is how to utilize them." (Interview result on June 17, 2023).

From the results of the interview above, we can see that there are two innovations being developed by the Mamuju Regency Daily Radar Sulbar Office, namely the Youtube Account and the routine discussion program (Ngobrol Politik) which was previously held face-to-face, but after the pandemic or corona outbreak it changed to Ngobrol Vritual. The strategy of Radar Sulbar Daily Office Mamuju Regency seen in terms of SWOT Analysis (Strenght, Weakness, Opportunaties, and Treath, namely: a. Strenght: Strenght is the strength of skill resources or other advantages relative to competitors and the needs of the market served by the company or organization. As explained, strength is a special competency that provides a comparative advantage for companies in the market. This is said to be a strength because the business unit has a source of skills and advantages that are a plus in itself. When viewed in terms of strength, the Mamuju Regency Radar Sulbar Daily Office has one of the strengths which is one of the networked media in Mamuju Regency, so that the Mamuju Regency Radar Sulbar Daily Office does not stand alone. As explained in the interview results, one of the employees of the Daily Radar Sulbar Mamuju Regency said that: "In terms of strengths, Radar Sulbar Mamuju Regency must utilize all the strengths of its human resources, skills possessed and take advantage of opportunities so that readers' needs can be met" (Interview result on June 16, 2023).

The results of the interview above explain that the strategy of the Mamuju Regency Sulbar Radar Daily Office in terms of strength is required to be able to utilize skills and opportunities in order to meet the needs of readers. Furthermore, according to the Editor-in-Chief of Radar Sulbar Daily Office of Mamuju Regency in the interview results explained that: "Radar Sulbar is the first political newspaper in West Sulawesi. So what discusses politics thoroughly is in Radar Sulbar. This is a plus point compared to other media that focus on politics other than Radar Sulbar. Besides these advantages, it is also accompanied by human resources spread across several regions." (Interview result on June 18, 2023) In line with what was expressed by the Editor-in-Chief of Radar Sulbar Daily Office Mamuju Regency that the strength of Radar Sulbar lies in its tagline which is the only political reference newspaper in West Sulawesi, especially in Mamuju Regency. b. Weakness: Weakness is a strategy applied by the Daily Office of Radar Sulbar Mamuju Regency based on the utilization of existing opportunities by minimizing existing weaknesses. This is explained in the results of interviews by employees at the Sulbar Radar Daily Office of Mamuju Regency saying that: "For weaknesses, Radar Sulbar may be in terms of news. It means that there is news published in other media but we don't get it, therefore we always improve of course by continuing to foster the journalists we have to always get the latest updated information that is in accordance with the facts." (Interview result on June 17, 2023).

From the description above, it explains that the weaknesses possessed by the Mamuju Regency Radar Sulbar Daily Office are located on the news side where sometimes there is news conveyed by other media. However, it is not reported by Radar Sulbar Daily Office of Mamuju Regency. c. Opportunaties: This strategy utilizes existing opportunities. This means that if the company's strength is in its technological superiority, then this advantage must be utilized to fill a market segment that requires a more advanced level of technology and quality, whose existence and needs have been identified. As revealed to the Editorial staff of Radar Sulbar Daily Office Mamuju Regency said that: "Because Radar Sulbar is not only a newspaper but also online, of course the opportunity to become a media that is ogled by readers is greater because nowadays if we look at online media now. Well actually Radar Sulbar with our opportunities in online and print has a very big chance to attract readers. because now our competitors

Digitalization's Impact on the Sustainability of Print Media: A Case Study of Radar Sulbar Daily in Mamuju Regency. Ria Ainun Hijriani, et.al

are actually the mainstream media that exist today such as East Tribune and Fajar". (Interview result on June 17, 2023).

From the results of the interview above, it is explained that the opportunities of Radar Sulbar Mamuju Regency Daily Office are no longer sourced from the print media side alone, but with the presence of media convergence, the opportunities are even greater in terms of online media and social media now. d. Treath: The strategy of this threat makes the Mamuju Regency Radar Sulbar Daily Office try to see the strengths it has to be able to reduce or counteract the threats it has. Employees at the Radar Sulbar Daily Office of Mamuju Regency said that: "The threat with the large number of online media specifically print is very influential, because newspapers now in terms of readers have begun to switch from those who used to often read newspapers now more open websites on their smartphones. If in the past the term was no day without reading a newspaper, now it has changed to no day without opening a website, because people usually read it today, why should it be tomorrow" (Interview results on June 18, 2023). The results of the interview above show that the threat faced by the Mamuju Regency Daily Radar Sulbar Office in the current digitalization era is the reduction in the number of print media readers because many have switched to online media. It is also one of the challenges of Radar Sulbar Daily Office of Mamuju Regency.

From the SWOT analysis conducted by Radar Sulbar Daily Office Mamuju Regency above, it produces several strategies, namely: a) Provide competitive prices : Price is important for producers and consumers, for a producer the price will be able to provide profit for the company through product sales, while for the consumer through a fair price, consumers expect to benefit from their consumption activities. Consumers will feel satisfied when the sacrifices they make through prices can be paid off by the benefits of the products they get. A company needs to set a competitive price, where the price is deemed appropriate by potential consumers because it is in accordance with the benefits of the product and is affordable, and is expected to be able to compete with product prices from other companies. Through competitive prices, a product will gain more value in the eyes of consumers which then becomes an important point in influencing consumer buying interest. As revealed by one of the employees who said that: "The way Radar Sulbar Daily Office in Mamuju Regency provides competitive prices is by setting the price of newspapers and also providing convenience for those who want to subscribe monthly or annually" (Interview Results on June 16, 2023).

From the results of the interview above, it can be seen that one of the strategies from the SWOT analysis results is to provide competitive prices to readers and customers and to take advantage of opportunities as much as possible so that market needs can be met. b) Expanding the target market : The target market is a group of consumers who will be served as consumers who have a vulnerable age. Expanding the target market is carried out by the Mamuju Regency Daily Radar Sulbar Office by presenting innovations by utilizing technology in the digitalization era. This is reinforced by the results of interviews revealed by employees at the Sulbar Radar Daily Office of Mamuju Regency, saying that: "Expanding the target market, if Radar Sulbar is alone because of its political segmentation, of course our target market is politicians, policy makers or government. In addition, we actually not only discuss politics, we also discuss economics, law, of course our target market is also economic actors, entrepreneurs and education" (Interview Result on June 16, 2023).

From the results of the interview, it can be seen that one of the strategies of the Mamuju Regency Daily Radar Sulbar Office is to expand the target market, namely still presenting segments outside of the political segment, of course, so that what is targeted can be achieved. c) Doing the right promotion : After determining the target market, the right strategy is a must for the Mamuju Regency Sulbar Radar Daily Office to achieve success in the print media business competition. This promotion is done by utilizing existing opportunities because the company's strength is in its technological excellence. Therefore, these advantages must be utilized to fill a market segment in order to reduce the threats that will occur. As said by employees at the Radar Sulbar Daily Office in Mamuju Regency, they stated that. "Doing the right promotion is by utilizing increasingly sophisticated technology, such as social media, digital marketing, creating new creativity and innovation and providing the best service. One of the ways to do promotion is usually we give our customers a discount, for example for a 1-year subscription, they only pay for 11 months" (Interview Result on June 17, 2023). From the results of the interview above, it can be concluded that the print media of Radar Sulbar Daily Office of Mamuju Regency conducts proper promotion by utilizing social media and digital marketing.

4. CONCLUSION

In conclusion, this research was conducted to examine the impact of digitalization on the performance of the print media industry in Mamuju Regency, with a focus on the Radar Daily Office. The study primarily used qualitative data obtained through observations and interviews with key personnel within the organization. The data sources included both primary data, gathered from observations and interviews with the head of Radar Daily Office and its employees, and secondary data, collected from documents and records related to the company's history and official records. Triangulation was employed to ensure data validity, involving the use of multiple sources, methods, and timeframes for data collection and verification. Data analysis consisted of three main components: data reduction, data presentation in the form of descriptions and narratives, and drawing conclusions based on the data's validity and reliability. The SWOT analysis method was applied to assess the organization's strengths, weaknesses, opportunities, and threats. This analysis helped in formulating strategies for the organization's future development and decision-making. Overall, this research aimed to provide insights into the challenges and opportunities faced by print media in the digital age, particularly within the context of Radar Sulbar Daily in Mamuju Regency. It also highlighted the importance of adapting to digitalization trends to remain competitive and relevant in the evolving media landscape.

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