Analysis of Organizational Culture of Journalists at PT Makassar Indomedia Terkini.id

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Abstract. Organizational culture defines as sharing beliefs, principles, and behaviors that are the straits and personalities of a specific organization. It shows different characteristics of each organization, ranging from internal relations, policy, and service. Due to shifts in interaction patterns from face-to-face meetings to offline meetings, organizational culture evolves. This study aims to analyze organizational culture and its changes in the digitalization era of journalists at PT Makassar Indomedia Terkini.id. This research was conducted with a descriptive qualitative narrative approach. The data was collected from spoken words and written information from the members of the organization. The result shows that the journalists engage in five rituals that are thought to boost business performance. First, WhatsApp as an information board. Instead of checking the information on bulletin boards, employee personal morning rituals moved to WhatsApp. Second, work coordination moved to WhatsApp chatting. All the employees task controlled by messaging each person. Third, giving out meal coupons to employees has replaced the weekly custom of dining out with staff at a variety of eateries. Fourth, zoom virtual meetings were used to convert the online chat session of work and personal counseling from an annual outdoor recreation program. The management provides virtual psychological and personal counseling. Fifth, the employee is to follow one another on social media to stay in touch.

Keywords: Organizational Culture · Ritual · Journalist

1 Introduction

Employees of news media companies are under a lot of pressures. Nowadays, media workers competed to present exclusive and complete news; now, speed or update is the most important factor. Previously, Masduki & Prastya's research (2022) discovered a shift in journalistic work patterns between before and after the pandemic [1]. The direct interactive space between sources and journalists as news producers was cut off to the point of switching to relying on conversational technologies such as zoom.

This also stands true within media organizations, from editors to reporters on the ground, and so on. In certain circumstances, having technology makes things simpler, as a result, the four-step procedure for producing news has been reduced to only one

process. The four steps includes: first, the search for issues on the ground by reporters. Second, manuscripts by reporters were sent to the editor by e-mail. The third is the editing process and overhaul. Fourth, the process of uploading to a certain website or page accompanied by attaching photos or videos. At present, it is easier for the author to figure out the problems, organizes them into phrases, and then uploads them via the Content Management System (CMS). Next, any writing composition that does not adhere to the company's criteria will be revised after the news is published. This coordination reduction is currently applied at PT Makassar Indomedia Terkini.id, which is also known as Makassar Terkini. It also impact on the emotional bonding and the sense of belonging among the employees which are essential to optimize working performance.

The existence of organizational culture is expected to maximize individual bonding among the employees. Organizational culture or commonly called corporate culture is defined as shared attitudes, values, and practices as traits and personalities of a particular organization. Sobirin explained that organizational culture is a common belief and value which gives meaning to members of an institution or institution, while making these values and beliefs a code of conduct in organizations [2]. Correspondingly, Wheeken and Hunger further elaborate that organizational culture is a collection of beliefs, expectations, and values embraced together. In order to discuss in more detail about organizational culture, it can be understood based on functions as revealed by Robbins & Judge as follows [3]: First, as a clear distinction between one organization and another. Second, it is the bearer of a sense of identity for the members of the organization. Third, as a tool makes it easier to present a commitment to something broader than one's personal individual interests. Fourth, it acts as a social bond to bind the workforce together by influencing their attitudes and behaviors. Fifth, it serves as a control and meaning-making tool that molds employee attitudes and actions.

In general, each organization has a different culture to form the character of employees which is implemented both in the form of work styles and expressed with a number of rituals specifically understood by fellow members of the organization or company. In the end, organizational culture is expected to support the achievement of an institution.

The organizational culture of PT Makassar Indomedia has simply changed through the time and with the transition to the era of media digitalization, allowing it to adapt to changes in corporate communication patterns and a variety of commercial products. Previously, Terkini.id was responsible for the publication of news in magazines. The complete transition to the creation of specialized internet journalism products. In addition, the number of juristic products generated has risen from the initial emphasis on online news production to currently including additional digital activities like podcasts aired to YouTube channels, content creation for social media, and others. Because of this, the Terkini.id company currently hires a large number of remote workers. This implies that showing up to the office to verify attendance is no longer required. With the finished article, an assessment of the task is sufficient.

According to the leadership Terkini.id, if there is no actual gathering, it is very difficult to develop a company culture among the staff. Before the pandemic, staff regularly attended offline meetings. This has changed. The frequency of meetings has been extended to twice weekly using the Zoom app following the covid period, though. This

proves that the successful application of culture for the improvement of the quality of the organization is not hindered by time and space.

On the other hand, in accordance with the presentation of Richard West & Lynn Turner that organizational culture is able to make emotional bond between individuals or employees relevant to the condition of employees Terkini.id [4]. It takes a new and better organizational culture to stay emotionally engaged in employees without having to meet face-to-face.

A new organizational culture that was successful in fostering companionship outside of work matters arose after some time through the adjustment process, but it also had an effect on the professional process of work. Additionally, researchers physically visited the site to conduct in-person and online interviews with a number of employees. After doing their investigation, the authors discovered that each employee's two digital generations had differing viewpoints. There are two distinct digital generations among the workforce. Employees who were born after the internet's creation are known as digital natives, whereas those who were born before it was known as digital immigrants.

The purpose of this study is to discover a number of new organizational cultures and cultural differences between digital native employees and digital immigrants. Based on the discussion above, the author examines the Analysis of Organizational Culture of Journalists at PT Makassar Indomedia Terkini.id.

2   Research Methods and Approaches

This research applied a qualitative approach method. The researchers collected data in both written and spoken form. Qualitative research of the interactive type is characterized by the interaction between the researcher and the subjects of the research. Research data is obtained directly from informants or research subjects or participants of the events studied through interviews or interviews or observations or observations [5]. Researcher collected the information from two categories of data; primary and secondary data. Information gathered directly from employees as informants is referred to as primary data. Twelve informants, including editors, reporters, and the editor-in-chief, provided the researchers with essential data. Secondary data is the information gathered from sources that support the main data. Researchers' observations and library research served as the basis for the data used in this study [6]. Researchers also collected information from a variety of graphic papers, charts, tables, notes, pictures, SMS, and other sources in addition to the direct information received from informants.

This study used a type of case study. This approach is considered effective because case studies are special phenomenon that presents in a limited context. The rationale for the use of this method is because the researchers want to know about phenomena that exist in natural conditions, not in controlled conditions, laboratories or experiments. This study is also believed to be valid as the researchers come down directly to observe. In addition, researchers need to interview the subject directly so that this type of descriptive qualitative research is presumably more appropriate to use. In accordance with the problems that are the focus of this study, namely a descriptive picture of organizational culture analysis in online media Terkini.id.

3   Result and Discussion

Revealed in Pacanowsky and O'Donelli Trujillo's research in West & Turner[4], organizational culture can encourage communicative performance in organizations. According to him members of the organization express a certain performance, which results in a unique organizational culture. Researchers found more details about the communicative performance of rituals in the organized body Terkini.id;

3.1   WhatsApp as an Information Board

Employees of Terkini.id implement the performance of personal rituals that routinely performed in private and have no direct relationship with work. Employees of the digital immigrant category are used to check bulletin boards for coordination information before starting to work.

This culture has changed since the pandemic where the culture of coordination between employees moved to the WhatsApp chat application both intended for personal accounts and WhatsApp groups. The topics in the chat application is not always formal. Sometimes, it is full of laughter. Regularly, the leadership will provide encouragement for employees before starting work activities in the morning.

3.2   Daily Work Chatting

Terkini.id implement rounine task rituals that are associated with a person's work. If previously employees routinely checked e-mail before working, now it is becoming coordination via WhatsApp. E-mail as a forum for subordinates to deposit tasks to superiors, including depositing the results of their employees to be published. As technology advances, employees directly process their own news and doing self-publications. Therefore, the coordination or complaint path is more convenient to use WhatsApp with a 'direct message' system. Taking advantage of people's fanaticism towards mobile phones, WhatsApp messages can be accessed in real time. E-mail was previously used to be a place for distribution customer or reader complaints as well as a number of cooperations. People nowadys turned to WhatsApp services. It was chosen as the employee communication center because it is considered as a digital platform that is easy to use and can hold all kinds of data: short messages, photos, videos, sounds and other files. This concept of organizational culture was originally applied by digital native employees and followed or accepted by digital immigrant employees.

3.3   Giving Out Meal Coupons

Social rituals are some routines for employees to gather inside the office or outside the office. The social ritual of employees Terkini.id during the pandemic is to gather to eat together inside and outside the office. It is not uncommon for them to get together for karaoke. This was replaced by the distribution of food coupons in some restaurants. The distribution of those coupons are as a reward for those who reach certain targets in the task. For example, employees who exceed news production targets.

3.4 Online Personal Counseling

Since employees are spread across various cities in Indonesia, outdoor recreational culture is considered ineffective in establishing employees relationships. Instead, the leadership of the Terkini.id increased the number of weekly virtual meetings two days a week, on Mondays and Wednesdays.

On Monday, employees discuss about the latest news issues. Includes coordination on the technicalities of field work. This first day *of the weekday* is used as a sharing session on the point of view of viral issues. It includes some dialogues about the company's business such as client service, potential clients, and business development. Monday's meeting forum was eagerly awaited by employees because there is a performance evaluation process and aannouncement of employees with the best achievements.

Wednesday meetings are used to discuss the personal constraints of employees in their daily work, whether with device conditions or techniques in finding news source persons. The rest, discusses personal and family conditions at home. It is a kind of personal counseling with human resources.

In the process, it is interspersed with the presence of motivators to provide psychological supports for employees. The authors discover that this ritual is part of a meeting to make it comfortable for all employees, both digital natives and digital immigrants.

3.5 Social Media Following

Following each other on social media is a new Organizational Culture brought by digital natives. Social media, which is actually a private realm, is actually used as a tool to familiarize superiors and fellow employees. 'Young' employees consciously and deliberately make friends with employees and bosses on social media to be more attached. Knowing each other's information about the daily activities of officemates outside of work time and looking for information about the hobbies of other employees. Digital native employees are more comfortable monitoring other activities from cyberspace. In contrast to digital immigrants, they consider social media as a private realm that does not need to be known to office friends or superiors or subordinates (Table 1).

Table 1. Organizational Culture Implemented in Ritual Performance

No	Classification of Organizational Culture	Organizational Culture	Digital Society
1	Ritual Performance Personal rituals	WhatsApp Chatting	- Digital Native - Digital Immigrant
2	Task rituals	Daily Work Chatting	- Digital Native - Digital immigrant
3	Social rituals	Giving out meal coupons	- Digital Native
4	Social Performance	Online Personal Counseling	- Digital Native - Digital Immigrant
5	Enculturation Performance	Social Media Following	- Digital Native

4   Conclusion

Based on the two research results in this study, the author concludes the following findings: This research found that there were some changes in organizational culture at PT Makassar Indomedia Terkini.id due to space and time limitations and management changes. Those Supported by the company's decision to recruit employees from out of town or remote work with a *freelance* system. The office is no longer a full-fledged workspace because activities are carried out online from home to cafés.

Furthermore, there are five new organizational cultures discovered within the company: *First*, the WhatsApp app is entirely a "signboard" for employees before starting work. *Second*, the transfer of the daily coordination path completely to the WhatsApp application includes the latest issues, error reprimands, information about technical issues search in the field and others. *Third*, the distribution of meal coupons replaces the regular moment of eating together in a number of restaurants. Fourth, online personal counseling by the leaders and presenting motivators. *Fifth*, "follow" each other on social media to stay connected in cyberspace.

Authors' Contributions. Rasni Gani conceived the idea of the study. Rasni Gani and Tuti Bahfiarti developed the concept and research question. Tuti Bahfiarti and Muhammad Farid verified the research method. Rasni Gani conducted the research in PT Makassar Indomesia Makassar Terkini. Tuti Bahfiarti and Muhammad Farid encouraged Rasni Gani in analyzing the result and writing report.

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