

Tvri Central Sulawesi's Strategy In Developing Local Wisdom Based Broadcasts

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Abstract

The strategy for developing local wisdom broadcasts is based on a number of factors and considerations. TVRI is a television station owned by the Indonesian government which has an important role in conveying information, culture and local values to the community. The aim of this research is to gain an understanding of TVRI Central Sulawesi Strategy in Developing Local Broadcasting Based on Local Wisdom. This research was conducted in a qualitative descriptive manner using a process of observation, interviews and documentation. The data is then presented and analyzed using SWOT matrix analysis to identify strengths, weaknesses, opportunities and threats. The results of this research show that TVRI Central Sulawesi's strategy in developing local wisdom-based broadcasts is appropriate and makes maximum use of the potential strengths it has in capturing opportunities at TVRI Central Sulawesi Station where the potential it has can be developed in the future and the results of determining the X coordinate point; Y [1.04; 1.45] then the SWOT results fall in quadrant I, which means that TVRI Sulteng can develop strategies aggressively by developing its local broadcasts. By utilizing the power of local content, increasing credibility, expanding broadcast reach, developing human resources, and establishing collaboration, TVRI Sulteng can become a source of quality information and entertainment for the people of Central Sulawesi. As well as showing that TVRI has a great opportunity to become a pioneer in developing broadcasts based on local wisdom. However, there are several challenges that must be faced, such as a shortage of human resources, intense competition from private television and digital platforms in terms of content.

Keywords: Development Strategy, Local Broadcasting, TVRI Central Sulawesi

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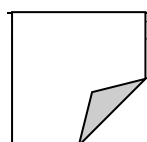
I. Introduction

Television is one of the mass media sources of information that is still strong amidst the presence of social media. Of all the mass media today, television attracts a greater number of viewers because it combines audio-visual power as its attraction (Haqu, 2020). TVRI is a public broadcasting institution tasked with carrying out public service broadcasting activities with reference to Public Policy, namely Law no. 32 of 2002, especially in Article 4, namely: (1) Broadcasting as a mass communication activity has the function of being a medium for information, education, healthy entertainment, control and social glue. (2) In carrying out the functions as intended in paragraph (1), broadcasting also has economic and cultural functions.

As a public broadcasting institution, TVRI may have a certain mission and vision in promoting local culture and wisdom as part of its duties in supporting the public interest. TVRI broadcasts based on local wisdom will usually include various types of content, such as arts and culture programs, documentaries about local history, interviews with local cultural figures, and coverage of local cultural events.

TVRI Central Sulawesi (Sulteng)'s strategy in developing local wisdom broadcasts is based on a number of factors and considerations. Strategy is essentially planning and management to achieve a goal, but to achieve that goal, strategy does not only function as a road map that only shows direction, but also shows how operational tactics are. (Jannah, U., and Moefad, 2019).

TVRI is a television station owned by the Indonesian government, which has an important role in conveying information, culture and local values to the community. TVRI Central Sulawesi already has broadcast programs that highlight local wisdom themes. These programs aim to introduce and preserve local wisdom to the people of Central Sulawesi, a number of events based on local wisdom including; Pompelisi dade, My village is cool, Various cultures, Indonesian charm, Kareba kakomiu.



These programs have provided information and education about local wisdom to the people of Central Sulawesi. This program has increased the awareness of the people of Central Sulawesi regarding the importance of preserving local wisdom. However, there are still several things that need to be improved in TVRI Central Sulawesi's efforts to preserve local wisdom. One of the things that needs to be improved is the need to increase the quality of production of programs that highlight local wisdom themes. Apart from that, it is also necessary to increase promotion of these programs so that they are better known to the wider community.

As a public broadcasting institution, it has an important role in preserving and promoting the local wisdom of Central Sulawesi. However, in practice, TVRI Central Sulawesi's broadcasts are still dominated by general programs, such as news, sports and entertainment. Programs that highlight local wisdom are still very limited. And where TVRI Sulteng is facing tough competition with other media, such as private television and online media, in attracting public interest.

This causes TVRI Sulteng to work hard to improve the quality of its broadcasts, including broadcasts based on local wisdom. Therefore, TVRI Central Sulawesi needs to develop the right strategy to develop broadcasts based on local wisdom. So it is hoped that this strategy can improve the quality of TVRI Central Sulawesi broadcasts in highlighting the local wisdom of Central Sulawesi, as well as helping to preserve and promote this local wisdom.

SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats) is a tool for identifying important elements in designing development strategies. This analysis is based on logic that can maximize strengths and opportunities while minimizing weaknesses and threats. In making strategic decisions, companies must consider both internal factors (i.e. strengths and weaknesses) and external factors (i.e. opportunities and threats). (Fred R. David, 2011)

II. Literature Review

Mass communication

Etymologically, the word communication is actually a translation of the English communication. The first term (communis) is the term most widely used as the origin of the word communication, which is the process of sharing meaning in the form of communication messages between communicators. Communication messages can be in the form of ideas or thoughts that are realized in symbols that contain meaning and are shared equally by the person communicating (Suriyanto, 2015)

Mass communication is communication carried out by modern mass media, for example: television, radio, magazines, newspapers, films. Everest M. Rogers, believes that apart from modern mass media, there is traditional mass media which includes folk theater, traveling storytellers, rhyme interpreters and others (McQuail, 2011:50).

Functions of Mass Communication

Mass media have various meanings for society and have many functions, depending on the type of political and economic broadcast in which the media functions, the level of development of society, and the interests and needs of particular individuals. Therefore, communication can function as follows:

Information

Activities to collect, store data, facts and roles, opinions and comments, so that people can find out about situations that occur outside themselves, whether in the regional, national or international environment.

Socialization

Providing and teaching knowledge about how people behave according to existing values, and act as effective members of society.

Motivation

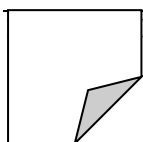
Encouraging people to follow the progress of others through what they read, see, and hear via mass media.

Discussion material

Providing information as discussion material to reach agreement in cases of differences of opinion on matters that concern many people.

Education

Opening up opportunities to obtain a broad education, both for formal education at school and outside school. Also improves the quality of presenting material that is good, interesting and impressive.



Advancing culture

Mass media disseminates cultural results through the exchange of radio and television broadcast programs, or printed materials such as books and other publications.

Broadcasting

Broadcasting, which is the equivalent of the word broadcasting, is all activities that enable radio and television broadcasts which include ideal aspects, hardware and software that use broadcasting or transmission facilities, both on land and in space, using electromagnetic waves or higher waves to be transmitted and can be received by the public via radio or television receivers with or without assistive devices.

Types and Functions of Broadcast Media

According to PP No.12/2005 concerning LPP RRI and Law No. 32/2002 concerning broadcasting, the types of broadcast media are divided according to broadcast format, funding source, service coverage area, function in the network, according to class in the national network (Hidajanto Djamal 2013:19)

Broadcast Format

Based on the type of program presented each day (rundown) which is usually designed in one budget year, namely:

- a) Educational broadcast media, which has regular instructional programs on sports, culinary arts and fashion design. Apart from that, there are other types of programs, namely on the topics of science and technology (science and technology), culture, regionalism.
- b) News broadcast media, which has a news broadcast format with several aspects, such as headline news, breaking news, regular news (day and night), exclusive interviews, investigative reports, economic/political reviews.
- c) Entertainment broadcast media, which broadcasts all forms of entertainment, such as music performances, magic, award-giving performances.
- d) General broadcast media, which broadcasts all possible formats.

Sources of funding

Based on the origin of the funds used for broadcasting, namely:

- a) Public broadcast media, which receives all funding or part of its operational budget from the government.
- b) Private broadcast media, which obtains funds independently through utilizing advertising potential
- c) Community broadcast media, which obtains funds independently from its community.

Television Programs

Television broadcasts a program according to the vision, mission and objectives of the television station. So this also takes into account the segment the television will target. In creating a creative program, a television station must first know the needs and desires of its audience.

Understanding Strategy

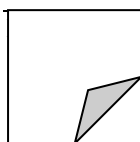
The word strategy comes from the Greek word "strategos" which literally means "general art". Then it changed to the nature of "sirategia" meaning "military expertise" which was later adapted again into the modern business environment which is informational and persuasive in nature to build understanding and support for an idea, idea or case, planned product or service carried out by an organization either which are profit or non-profit oriented, have goals, plans and various alternatives based on research and evaluation (Liliweri, 2017:240).

Strategy Stages

The strategy stages consist of three stages, namely strategy formulation, strategy implementation, and strategy evaluation, namely:

Strategy formulation

- a) Activities to develop the organization's vision and mission. Vision is the first step in strategic planning.
- b) Identifying the organization's external opportunities and threats. External opportunities and threats are events, trends, economic, social, cultural, demographic, political environment, government laws, technology, and competition that can benefit or harm an organization significantly in the future.
- c) Determining the internal strengths and weaknesses of the organization. Internal strengths and weaknesses are all activities within the organization that can be carried out very well or badly.
- d) Setting the long-term goals of the organization, Goals are defined as specific results that the organization needs to achieve in fulfilling its main mission.



- e) Create a number of alternative strategies for the organization. Alternative strategies are steps that move the company from its current position to the position it aspires to be in the future.

Strategy implementation

Strategy implementation is often called the action stage in strategic management. Strategic implementation is often considered the most difficult stage because it requires discipline, commitment and sacrifice.

Strategy evaluation

This stage is the final stage of the strategy, there are three basic activities for evaluating the strategy, namely:

- a) Review the external and internal factors that are the basis for formulating the currently implemented strategy.
- b) Measuring performance includes comparing actual results, investigating deviations from plans, evaluating individual performance and reviewing progress made towards achieving set goals.
- c) Carrying out corrective actions requires changes in the company's repositioning to be more competitive in the future. Corrective action must place the organization in a better position to be able to exploit its internal strengths, take advantage of external opportunities, avoid, reduce or minimize the impact of external threats and to be able to correct internal weaknesses.

III. Method

The entire series of this research uses a qualitative methodology which is used through a descriptive approach. As stated by (Silalahi, 2010) Qualitative research is a type of research carried out in a scientific or experimental environment, with the aim of accurately describing the characteristics of an individual.

This research will be carried out at TVRI Central Sulawesi Station which is located at Jalan Undata Palu, West Besusu Village, East Palu District, Palu City, Central Sulawesi Province. Research subjects are people who are used to provide information about the situation and conditions of the research background and really know the problem to be researched (Pawito, 2017:19).

In determining informants, researchers used a purposive sampling technique (Sugiyono, 2018: 22), namely by selecting informants or subjects who were considered to know and understand the problems in this research.

Table 1. Research Informant Data

No	Name	Position
1.	Veronika Jeanny Stanny Noni	Program Team Leader
2.	Adithya Siliva's Jungle	Event Director/Producer
3.	Tirolemba	Editor (News Section)
4.	Muhammad Irfan	Head of Planning Team (Technical Division)

Qualitative descriptive analysis is used to understand the company's environment in order to find out the strengths, weaknesses, opportunities and threats facing the company. The SWOT analysis here uses a matrix that includes internal environmental factors (IFAS) and includes external environmental factors in vertical cells in the form of opportunities and threats which can be identified from the results of the external environmental analysis (EFAS). Then from the remaining cells that bring together the internal and external factors, alternative strategies can be identified resulting from the SWOT analysis (David, 2016)

Summary The EFAS & IFAS Matrix has five arrangements(David, Fred, 2017):

- a. Determine the strengths and weaknesses factors
- b. Give each factor a weight from 1.0 (most important) to 0.0 (not important). These factors may influence strategic factors. The total sum of the weights must be equal to 1.0.
- c. Give a score of 1 to 4 for each factor. A score of 4 indicates an excellent response, 3 indicates an above average response, 2 indicates an average response, and 1 indicates a below average response. This rating depends on the success of the company's strategy, and its value depends on the company's condition. Multiply each weight by the rating to get a score.
- d. To get a score, multiply each weight by its rating.
- e. Add up all the scores from each variable to produce a total company score. This overall score shows how a company reacts to external strategic elements.

IV. Research Result

TVRI Central Sulawesi Station Strategy in Developing Broadcasts Based on Local Wisdom

The results of the SWOT matrix analysis become the basis for formulating various alternative strategies in developing the expansion of TVRI's local broadcast reach for Central Sulawesi Station. From here, researchers

will recommend strategies that support the development of TVRI Sulteng's potential to expand the reach of local broadcasts for the benefit of viewers in the Central Sulawesi region.

Problems faced by TVRI Central Sulawesi Station

Units that handle technical facilities and infrastructure are prominent. TVRI Central Sulawesi Station is still continuing to make improvements in various corners, starting from the infrastructure which still shows the remnants of the impact of the natural disaster on 28 September 2018, conditions that still require more focused handling, so that the management of TVRI Central Sulawesi Station as an organization is stronger in planning, implementing and evaluating programs. TVRI Central Sulawesi Station still needs supporting facilities so that efforts to enrich its treasures related to local wisdom-based content can be fulfilled. For now, these limitations are still an obstacle, but with the enthusiasm of the technical staff, both in the field and in the studio, they continue to work together to meet the expectations of the viewing public.

Condition of Human Resources at TVRI Central Sulawesi Station

Understanding human resources (HR) and the factors that influence their nature and performance, including efforts to improve quality in strengthening their role in an organization, needs to be understood in essence. Human resources are required to always innovate in order to be able to win the competition in an increasingly competitive era. The progress of an organization, including TVRI Central Sulawesi Station, can only be achieved with quality and highly competitive human resources supported by knowledge and skills. Human Resources have the thinking and physical abilities of an individual and their behavior is influenced by heredity and environmental factors as well as motivation by their desire to fulfill satisfaction and needs.

Efforts to Improve the Quality of Human Resources at TVRI Central Sulawesi Station

Efforts to improve the quality of TVRI Central Sulawesi Station's human resources focus on education and training with the hope that apart from improving their thinking and decision skills they will also master their work assignments in each division or field. The leadership of TVRI Central Sulawesi Station is very aware that the quality of its human resources still requires improvement so that technological developments in the broadcasting sector can be accepted and understood in order to support organizational performance. The Human Resources (HR) owned by TVRI Sulteng in terms of quantity are sufficient, but compared to the demands of the times and technological developments, there is still a need to improve quality both through increasing educational levels and through structured and temporary training.

Improving the Quality of TVRI's Local Wisdom Broadcast Programs

TVRI as a public broadcasting institution has an important role in preserving Indonesian culture and local wisdom. Through local wisdom broadcast programs, TVRI can introduce and popularize local culture to the wider community. The quality of local wisdom broadcast program content must be improved so that it can attract public interest. Program content must be informative, educational and entertaining. Apart from that, program content must also be relevant to the needs and interests of the community.

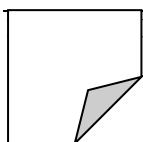
Atmosphere of TVRI Central Sulawesi Station

After the earthquake, tsunami and liquefaction occurred in 2018, the remaining impacts on the TVRI Central Sulawesi Station office environment are still visible, although currently they have been and are still being gradually improved. A number of equipment is also continuously updated and the work environment is also starting to be better organized. Despite the limited technical support equipment and human resources owned by TVRI Central Sulawesi Station, the arrangement of the office environment, both in the courtyard and in the work space, has become a strong asset for all levels of TVRI Central Sulawesi Station in carrying out its mission as a public broadcasting institution.

V. Challenges Faced By TVRI Central Sulawesi Station

Limited Reach and Number of Viewers

Currently, TVRI Central Sulawesi Station, which is part of TVRI Nasional, is currently in the process of transformation by making various improvements by creating increasingly quality content in each program. Within the TVRI Central Sulawesi Station environment, it was revealed that the estimated audience was only around 300-500 people according to the wide reach of the broadcast. In terms of broadcast coverage according to transmit power, it is still far from expectations, there are four city districts that are covered by Central Sulawesi TVRI Station broadcasts, namely Palu City, Donggala, Sigi and Parigi Moutong.



Limited Human Resources

Limited human resources regarding local wisdom is one of the challenges in efforts to preserve local wisdom. This limitation can be interpreted as a lack of knowledge, skills and attitudes possessed by human resources regarding local wisdom. With the lack of knowledge of the value of local wisdom among TVRI Central Sulawesi's human resources, there needs to be some kind of special training involving educators, cultural figures and religious figures so as to package local culture into one broadcast.

Advances in Broadcast Content from Multiplatform Media

The concept of multi-platform, mainstream media such as TV and newspapers, can finally change form in the form of digital and also social media. TVRI Central Sulawesi Station has carried out this transformation, so that it is a hope for the future that it can still be reached more widely and more widely without having to rely on old media.

SWOT analysis of TVRI Central Sulawesi Station

Strategic Development Based on TVRI Central Sulawesi's Internal Potential

Table 2. IFAS Matrix (Internal Factor Analysis Summary)

No	Internal factors	Weight	Ratings	Score
	Strength (Strength)			
1	Has experience in carrying out broadcasting duties, considering that TVRI is now 61 years old since its founding, where TVRI Central Sulawesi Station is an inseparable part of TVRI Central Station in Jakarta.	0.13	4	0.52
2	The human resources available in terms of numbers are very adequate, namely 156 people, including one Head of TVRI, one Head of the Administration Sub-Division who is strengthened by 8 Teams with clear main functions.	0.13	3	0.39
3	Has diverse and interesting local content that supports the culture and local wisdom of Central Sulawesi	0.11	4	0.44
4	The human resources have participated in various trainings in accordance with their respective fields of work which can strengthen the broadcasting of TVRI Central Sulawesi Station.	0.1	3	0.30
5	We have developed multiplatform channels starting from YouTube, Instagram, Twitter and TikTok so that Central Sulawesi Station TVRI broadcasts can provide a wider reach.	0.12	4	0.28
Sub-Total				1.93
Weaknesses				
1	Lack of experienced professionals in local program production.	0.09	2	0.18
2	The number of viewers is estimated to be only around 300 people from 4 districts/cities, not including those via various multiplatform channels.	0.08	2	0.16
3	The amount of equipment is still very limited, even though it is considered modern.	0.08	2	0.16
4	The number of local content broadcast hours is only ½ - 4 hours in one day, the rest is relay broadcast from TVRI Jakarta Central Station	0.09	2	0.18
5	Competition with private TV stations that may have more resources.	0.07	3	0.21
Sub-Total				0.89
Total IFAS		1		2.82

Source: Data, processed (2024)

From the results of data reduction and research information presented in Table 2 above, the internal potential of TVRI Central Sulawesi Station obtained after determining the weight, rating and weighted value obtained a value of 2.82 as a result of the sum of the subtotal strengths of 1.93 and weaknesses of 0.89. Thus, the value obtained after deducting the strengths and weaknesses of TVRI Central Sulawesi Station is 1.04 as an indicator that this condition is on the strength (positive) axis.

Strategic Development Based on TVRI Central Sulawesi's External Potential

Table 3. EFAS Matrix (External Factor Analysis Summary)

No	Internal factors	Weight	Ratings	Score
	Opportunities			
1	There are still areas that have not been reached so that in the future they can become target markets for developing local broadcasts based on local wisdom in each region in 13 districts/cities.	0.14	4	0.56
2	Regional news that reflects local events and activities is more likely to be accepted by the people of Central Sulawesi.	0.12	4	0.48
3	Cultural activities require outreach to stakeholders in an effort to preserve them.	0.12	4	0.48

4	Many young generation activities require publication support through local broadcasts	0.1	3	0.3
5	Regional control as a source of information is greater and deeper than media outside the Central Sulawesi region	0.11	2	0.22
Sub-Total				2.04
Threats				
1	TVRI faces stiff competition from private television stations which have better broadcast quality and content	0.08	1	0.08
2	Private TV broadcasting stations have also prepared local broadcast slots, although not yet in the form of news.	0.09	2	0.18
3	The younger generation's lack of interest in television broadcasts.	0.08	1	0.08
4	Many multiplatform media also present news that is managed personally and officially, for example Twitter and TikTok, where the presentation is short but concise and more informative.	0.09	2	0.18
5	Broadcasts based on local wisdom from other regions are presented with neater and more attractive broadcast packaging.	0.07	1	0.07
Sub-Total				0.59
Total EFAS		1		2.63

Source: Data, processed (2024)

The research is shown in table 3. From the results of the reduction in the EFAS above, a value of 2.63 was obtained as a result of the sum of the subtotal opportunities of 2.04 and threats of 0.59. Thus, the value obtained after subtracting the opportunities and threats faced by TVRI Central Sulawesi Station is 1.45 as an indicator that is on the opportunity axis (positive).

Based on the results of the reduction between components in IFAS and components in EFAS, the coordinate points obtained in the SWOT Quadrant at the coordinate point (X;Y) are [1.04; 1.45].

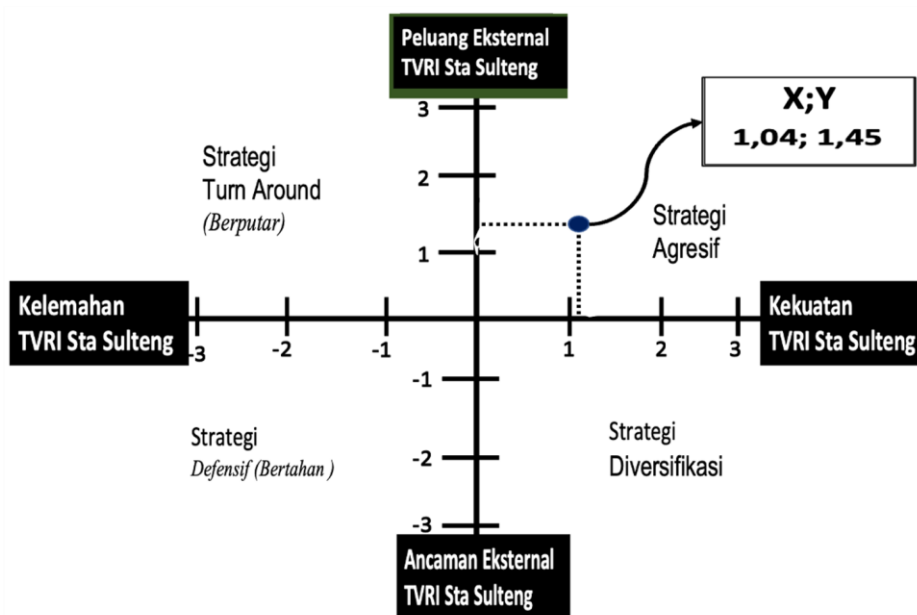


Figure 1. Coordinate Points for SWOT Analysis of TVRI Central Sulawesi Station

Source: Data, processed (2024)

Based on Figure 1 above, it can be seen that with the X coordinate point; Y (1.04; 1.45), From the reduction results obtained in the table above between internal and external conditions, the position is located in quadrant I, which means that the results of the SWOT analysis of the condition of TVRI Central Sulawesi Station can develop an aggressive strategy that develops everything potential to seize available opportunities.

Based on the results of the combination of IFAS and EFAS components as presented in Table 5 above, the strategy obtained for TVRI Central Sulawesi Station in developing broadcasts based on local wisdom is SO. is a tactic that uses available potential to take and optimize as many opportunities as possible. This option theoretically can basically be used by considering IFAS and EFAS elements, but specifically in this research, TVRI Central Sulawesi Station is more appropriate in choosing to develop local broadcasts aggressively without ignoring existing weaknesses and threats. Where the SWOT results fall in quadrant I, TVRI Sulteng must maximize the utilization of all its strengths, especially HR skills, facilities that are still available, fix what is still lacking so that the hope of increasing the reach of local broadcasts based on local wisdom can be realized, develop

human resources, and establish cooperation. . The strength of human resources and organizational support facilities can accelerate the achievement of the vision.

SO strategy in the SWOT matrix, showing TVRI Sulteng can develop its local broadcasts and increase its competitiveness in the digital era. By utilizing the power of local content, increasing credibility, expanding broadcast reach, developing human resources, and establishing collaboration, TVRI Sulteng can become a source of quality information and entertainment for the people of Central Sulawesi.

VI. Conclusion

By considering formulation of the issues and results of the SWOT analysis that has been used, the conclusion that can be drawn from the strategy is that the development of TVRI Central Sulawesi in developing local broadcasts based on local wisdom has been appropriate and has maximally utilized the potential strengths it has in capturing opportunities at TVRI Central Sulawesi Station where the potential is owned can be developed in the future and the results of the SWOT analysis fall in quadrant I, which means that TVRI Sulteng can develop strategies aggressively by developing its local broadcasts. By utilizing the power of local content, increasing credibility, expanding broadcast reach, developing human resources, and establishing collaboration, TVRI Sulteng can become a source of quality information and entertainment for the people of Central Sulawesi. TVRI Central Sulawesi Station develops Human Resources (HR) and infrastructure (infrastructure) which it has had as the main pillars in carrying out the organization's vision and mission, especially in carrying out its function as an organization operating in the field of broadcasting or broadcasting services.

TVRI has a great opportunity to develop broadcasts based on local wisdom. However, TVRI also needs to overcome several challenges to be able to realize this opportunity.

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