

Managerial Strategies of the *Lintas Bercahaya* Program in Enhancing the Broadcast Quality of *Radio Bercahaya* 94.3 FM Cilacap

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Abstract

This study aims to examine broadcast management, with a primary focus on the *Lintas Bercahaya* news program from planning and implementation to evaluation. The news program is carried out by the editorial team to deliver content that is informative, relevant, and appealing to listeners. A qualitative approach was employed using a case study method, through in-depth interviews, participatory observation, and documentation. The findings reveal that the management of *Lintas Bercahaya* broadcasts is conducted systematically through the selection of up-to-date topics, the development of communicative scripts, and regular training for announcers and reporters. Moreover, listener engagement through direct interaction serves as a key strategy for improving content quality. Through the implementation of a structured and participatory broadcast management system, the news program has succeeded in enhancing listener loyalty and strengthening the position of *Radio Bercahaya* as a trusted source of information in the Cilacap region.

Introduction

Radio—or more precisely, radio broadcasting—is one form of mass media that functions as a communication channel for delivering information to a wide audience. Similar to newspapers, magazines, and television, radio possesses a distinctive characteristic: it is an auditory medium, which can only be accessed through listening. Over time, radio has become a familiar medium in society due to its portability and flexibility. This allows listeners to enjoy radio broadcasts while engaging in other activities such as washing dishes, doing laundry, or completing other household chores (Pelangi, 2023).

Radio has undergone a long development process before evolving into the mass medium it is today. It once served as a primary source for both information and entertainment. Unfortunately, current media consumption patterns have shifted significantly in line with technological advancements and changing times. These shifts have driven audiences toward digital platforms such as podcasts and music streaming services, largely due to the ease of internet access and increasingly modern technology (Novrica et al., 2024).

On the other hand, some radio stations have managed not only to survive but also to thrive. For radio stations to remain relevant and continue broadcasting successfully, several strategic measures are needed—such as effective program management (radio programming) and creative, varied broadcast production (radio production) that addresses the needs, desires, and interests of listeners (Ismed et al., 2020).

According to data from the Ministry of Communication and Information Technology (Kominfo) in 2020, there were a total of 1,756 licensed radio broadcasters in Indonesia. This figure includes 1,428 Commercial Broadcasting Institutions (Lembaga Penyiaran Swasta / LPS), 194 Community Broadcasting Institutions

(Lembaga Penyiaran Komunitas / LPK), and 133 Local Public Broadcasting Institutions (Lembaga Penyiaran Publik Lokal / LPPL). Meanwhile, Cilacap Regency has 11 radio stations, whether government-owned, private, or commercial—relatively few compared to other cities in Indonesia. Radio Bercahaya 94.3 FM is one such station, located at Jl. MT. Haryono No. 22, Pasiran, Tegalreja, South Cilacap District, Cilacap Regency, Central Java 53222. As a radio station under the LPPL scheme in Cilacap, Radio Bercahaya aims to present broadcast programs that promote spiritual values among the faithful, foster intelligence, strengthen national integration, and support the development of an independent, democratic, and just society, while also contributing to national well-being and maintaining a positive image of the nation (Azizah, 2023).

The existence of radio is inseparable from production management, which is a systematic framework that governs the planning and organization of programs before they are published or disseminated to the public. Production management includes three key components: production system planning, production control, and production information systems. When these elements are implemented effectively, it becomes easier for a radio station to make informed decisions—such as determining which programs are best suited for particular target audiences (Sistem et al., 2023).

Radio Bercahaya 94.3 FM Cilacap is a Local Public Broadcasting Institution (LPPL) that focuses on presenting locally oriented programs, including the news program *Lintas Bercahaya*. Among its educational programming, *Lintas Bercahaya* stands out as an interactive dialogue that discusses local news, essential information, and various events related to Cilacap Regency and its surrounding areas. The *Lintas Bercahaya* program plays a significant role in disseminating information to the public, ensuring that residents remain informed about developments in their region. This program airs from Monday to Saturday at 05:30–06:00 and again at 16:30–17:00 Western Indonesian Time (WIB) (Azizah, 2023).

In curating a broadcast program, producers and their teams must implement strategic management practices to deliver high-quality, engaging, creative, yet educational content for the community. Therefore, producers and the production team must work diligently to fulfill the objectives of the program. This need for strategic planning is what sparked the author's interest in exploring the managerial strategies employed to enhance the visibility and impact of the *Lintas Bercahaya* news program (Setiawan, 2022).

As with any radio station, programming significantly influences the nature of the broadcasts. At *Radio Bercahaya* 94.3 FM Cilacap, a variety of programs are aired. However, this study also addresses challenges associated with the emergence of citizen journalism, where individuals are increasingly seen as capable of producing news content much like reporters. This shift necessitates that reporters adapt to the new media era, including managing coverage areas. Additional broadcasting challenges include the need for precise timing in news delivery, sudden schedule changes, technical disruptions, and availability of guest speakers. From the reporters' perspective, issues such as time constraints, limited human resources, safety concerns, and competition from other media platforms also present difficulties.

Given the aforementioned background, the author is motivated to further investigate the news production management at *Radio Bercahaya* 94.3 FM Cilacap, particularly within the *Lintas Bercahaya* dialogue program. Beyond an academic interest in production management, the author is also drawn to this program due to its consistent inclusion of expert sources who are well-aligned with the themes discussed in each episode.

Methodology

This study employs a qualitative descriptive approach, which allows for an in-depth exploration and comprehensive portrayal of the social situation being investigated. The qualitative approach is a research method that utilizes non-numerical data—data that cannot be measured or quantified. This methodology is particularly well-suited for addressing research questions that are subjective in nature and involve a high level of complexity (Tyas, 2019).

Qualitative research aims to gain a deeper understanding of both human and social issues. It enables researchers to uncover the underlying meanings behind phenomena that may not yet be widely recognized by the public. As such, qualitative research places greater emphasis on meaning rather than on generalization (Dr. Muh. Yani Balakasa, S.E., M.Sc., 2022).

Results and Discussion

In this section, the researcher presents the findings based on observations, interviews, and documentation. The next step involves the presentation of the collected data. The study found that the implementation of broadcast media management in the *Lintas Bercahaya* news program at 94.3 FM Cilacap has effectively improved broadcast quality through structured planning, execution, and evaluation. Strategies such as regular training for announcers, program evaluations, and updates to news content have contributed to enhancing the quality of radio broadcasts. This improvement not only strengthens the radio station's presence amid media competition but also fosters greater trust and loyalty among its listeners.

For this purpose, data were collected through interviews with key informants involved in the management of the *Lintas Bercahaya* news program, including the radio program director, announcers, and reporters. The information gathered from these sources reflects the experiences and perspectives of those directly involved in the *Lintas Bercahaya* news broadcast, in accordance with the research questions posed in this study.

News Broadcast Management Process of *Lintas Bercahaya* According to Henri Fayol

Management within the *Lintas Bercahaya* broadcast program encompasses planning, implementation, and evaluation. The following section outlines the stages of management applied within the *Lintas Bercahaya* program. The management process includes:

Management of Planning, Implementation, and Evaluation of the *Lintas Bercahaya* News Broadcast

❖ Planning

Planning involves setting the objectives of the broadcasting media and formulating strategies to achieve those objectives. This process must clearly define what actions will be taken, when they will occur, who will be responsible, and how the implementation will be carried out. In essence, planning is the step where activities are determined, parties involved are identified, timing is set, and appropriate methods are selected (Pelangi, 2023).

The planning and programming process in broadcasting consists of several stages:

- Defining the mission and role, as well as deciding the scope and nature of the program to be delivered.
- Identifying the target region and ensuring that media managers allocate sufficient time, effort, and skills to support the planning process.
- Determining indicators of effectiveness for the tasks to be executed. This includes identifying measurable factors that influence the goals and targets to be set.
- Setting clear objectives and expected outcomes, identifying the goals the program intends to achieve.
- Preparing an action plan, which consists of the following steps:
 - Defining specific actions necessary to achieve the established goals.
 - Scheduling, which involves deciding the timeline and sequencing of activities to meet targets.
 - Budgeting, identifying the resources required to reach the objectives.
 - Accountability, assigning responsible parties to oversee progress and ensure that objectives are met.
 - Testing and trial, evaluating the provisional plan before full-scale implementation.
 - Ensuring goal attainment by establishing a system of supervision and control mechanisms.

- Communication, where the organization must establish communication strategies to ensure mutual understanding and commitment throughout the six steps above.

Implementation also includes obtaining consensus from all involved parties regarding the commitments needed, identifying the most effective approaches, determining who should be involved, and outlining the necessary steps and actions to be promptly taken (Fitrianissa, 2022).

In radio broadcasting, the planning process typically involves several coordinated stages, such as team coordination to discuss trending issues, determining relevant sources to be interviewed, news gathering, news coverage, and the structured dissemination of news content. Reporters begin by gathering news from various sources, including social media, and proceed to develop ideas or topics for coverage. Once the information is collected, the next step is identifying interviewees who are relevant and authoritative. The selection of sources must be deliberate and strategic to ensure that the interview outcomes align with the chosen topic.

❖ Implementation

Actuating, also referred to as "implementation," encompasses activities that are determined through the planning and organizing stages, aimed at achieving the intended objectives. This includes fulfilling the human needs of employees, offering incentives, providing leadership, fostering development, and administering compensation. The directing function—also known as actuating or leading—is considered the most critical and dominant aspect within the management process. This function can only be applied once the planning, organizational structure, and personnel are in place. With the application of this function, the management process toward achieving goals is truly initiated. Directing involves guiding all employees to collaborate effectively and efficiently in pursuit of shared objectives (Pelangi, 2023).

There are two primary concepts used to evaluate the performance of broadcast station management:

❖ Efficiency

Efficiency refers to the ability to complete tasks correctly. An efficient manager is one who achieves higher outputs (results, productivity, performance) compared to the inputs (labor, materials, finances, equipment, and time) utilized.

❖ Effectiveness

Effectiveness relates to the ability to select the right goals or the appropriate tools to achieve those goals. In other words, an effective manager is capable of determining which tasks should be prioritized and the most suitable methods for achieving the desired outcomes.

The implementation process of the *Lintas Bercahaya* news broadcast management involves several stages, including field observations, interviews, and data research. It begins with the preparation of interview question lists for the selected sources. The execution phase then leads to the daily broadcasting of the *Lintas Bercahaya* news program, which airs from Monday to Saturday, at 05:30–06:00 and 16:30–17:00 WIB. This program covers a wide range of content including news, information, education, culture, sports, entertainment, advertising, and religious programming—ensuring that listeners enjoy a comprehensive and well-rounded broadcast experience (Azizah, 2023).

❖ Evaluation

Supervision—or evaluation—is critically important. Given human tendencies to neglect or deviate from assigned responsibilities, control mechanisms must be put in place to ensure that all processes proceed according to plan. Supervision is essential in maintaining operational efficiency, and it must be carried out with rigor to ensure that organizational or institutional activities align with pre-established objectives.

Furthermore, evaluation serves a regulatory function, helping to identify solutions or corrective actions whenever obstacles arise during program implementation (Amelia, 2020).

At *Radio Bercahaya 94.3 FM Cilacap*, the evaluation process in news broadcast management involves conducting editorial review meetings, typically held after the broadcast or at the end of each production day. During these meetings, the team assesses various aspects including content quality, delivery, presentation flow, and narrative structure.

Additionally, evaluations incorporate content analysis and journalistic ethics—specifically, whether the news adheres to the 5W+1H principles, presents balanced reporting, and complies with the code of ethics ensuring accuracy and neutrality.

Audience feedback also plays a vital role in the evaluation process. Listener responses are reviewed to assess the effectiveness of the broadcast, and immediate corrections are made in the event of errors or inaccuracies. This feedback loop not only improves the quality of reporting but also strengthens audience trust and engagement.

Strategies for Improving the Broadcast Quality of *Lintas Bercahaya*

According to the Great Dictionary of the Indonesian Language (Kamus Besar Bahasa Indonesia), strategy is defined as the science of utilizing a nation's resources to implement policies in times of war and peace. Beyond its association with warfare and diplomacy, strategy also refers to a deliberate plan aimed at achieving specific objectives. Purnomo Setiawan Hari explains that the term “strategy” originates from the Greek word *strategos*, which is derived from *stratos* meaning military, and can also be interpreted as leadership (Hidayat, 2017).

The term quality refers to the degree, level, or standard of excellence of an object—such as intelligence, competence, or other attributes. When applied to broadcasting, broadcast quality refers to the standard or level of excellence of a program aired by a broadcasting institution, judged by its content, presentation, and overall impact (Mustika, 2022).

An effective strategy for enhancing broadcast quality includes leveraging digital platforms such as Instagram, WhatsApp, websites, and Facebook to broaden reach and strengthen interaction with listeners. *Radio Bercahaya* uses this multi-platform approach to transform radio from being merely a source of entertainment into a powerful medium for delivering timely and relevant information to the people of Cilacap Regency.

Challenges Faced by *Radio Bercahaya 94.3 FM* in Broadcasting *Lintas Bercahaya*

Radio Bercahaya 94.3 FM Cilacap encounters several challenges in managing and broadcasting the *Lintas Bercahaya* program. These include last-minute changes in guest speaker schedules, technical disruptions, and time constraints. Beyond these operational issues, challenges stem from both internal and external factors.

- Internally, the station grapples with limited human resources, insufficient training and competency development, and restrictions in production technology. These factors hinder optimal program execution and innovation.
- Externally, the station faces increasing competition from digital media, such as podcasts, online news platforms, and other streaming services. Additional external challenges include shifting audience preferences—particularly among younger demographics who favor on-demand content—as well as limited financial resources, which often constrain development and expansion efforts.

These internal and external obstacles present recurring difficulties that must be strategically addressed to maintain the relevance and quality of the *Lintas Bercahaya* broadcast.

Conclusion

Based on the findings of the study titled News Broadcast Management of “*Lintas Bercahaya*” as a Strategy to Improve Broadcast Quality, the following conclusions can be drawn:

Broadcast Management: Planning, Implementation, and Evaluation

Planning is conducted systematically by setting clear objectives, selecting relevant topics, identifying credible sources based on current issues, and utilizing data analytics to understand audience interests. This ensures that the broadcast content aligns with news values and public needs. The implementation phase involves effective team collaboration, clear task distribution, and the use of semi-narrative and artistic approaches to establish the program’s unique character. This implementation is further supported by extended airtime and program diversity, which enhance both the attractiveness and perceived quality of the broadcast. Evaluation is conducted routinely through editorial meetings and feedback collection from the audience. It covers technical aspects, content evaluation, emotional engagement, and adherence to journalistic standards and ethics.

Strategic Planning, Implementation, and Evaluation for Broadcast Quality Improvement

Strategies for improving broadcast quality include enhancing audio production quality, segmenting content based on audience needs, increasing interactivity, developing human resource competencies, and integrating digital platforms. These efforts aim to maintain listener loyalty, expand audience reach, and reinforce the station’s position as a relevant and accessible source of local information.

Challenges Faced by *Radio Bercahaya* in Broadcasting *Lintas Bercahaya*

The *Lintas Bercahaya* program faces several internal challenges, including broadcast management issues, limited human resources, lack of training and competency development, and constrained technology. Externally, it competes with digital media, faces shifts in audience preferences, and suffers from limited or insufficient funding.

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