Analysis of Talent Management Design in Achieving Radio Broadcasting Professionalism at LPP RRI Gunungsitoli

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A R T I C L E   I N F O

ABSTRACT

This study aims to analyze archival management in an effort to improve the management of administrative administration and to find out the obstacles to archival management in an effort to improve the management of administrative administration at the Housing and Settlement Area Office of Gunungsitoli city. The type of research used in this research is descriptive research, with a qualitative approach. The data collection methods used include observation, interviews, and documentation. The data analysis techniques used in this research are data reduction, data presentation and drawing conclusions/verification. The results show that the design of talent management at LPP RRI Gunungsitoli begins with the talent selection process that focuses on criteria such as unique vocal characters, good communication skills, as well as script reading skills and an attitude of responsibility. Increasing professionalism in radio broadcasting at LPP RRI Gunungsitoli is carried out through a series of steps that include strengthening capabilities, improving broadcast quality, improving facilities and infrastructure, optimizing the number of human resources, and applying the latest information technology.

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1. INTRODUCTION

Management is the process of planning, organizing, coordinating, and controlling resources within an organization to achieve established goals. It involves the application of various principles, methods, and techniques to effectively manage people, resources, processes, and the work environment (Montero Guerra et al., 2023). To achieve optimal employee performance, organizations must manage human resources as effectively as possible so that employees can perform their tasks well and produce maximum results (Salvadorinho et al., 2024). However, in reality, organizational management will encounter various issues that can disrupt employee performance. Therefore, organizational management is required to identify factors that can trigger high or low employee performance and establish policies that meet the organization's needs (Kaliannan et al., 2023).

The success of an organization in improving employee performance is determined by the management of talented human resources, which is governed by the field of human resource management, specifically focusing on the relationship and role of humans in organizing organizations, often referred to as talent management (Das et al., 2023). Talent management, according to Southwick et al., (2023), refers to the process of identifying, developing, recruiting,

retaining, and disseminating talented individuals. Thus, talent management is something possessed by employees that is built and nurtured through training and development programs by an organization for the long-term process of enhancing success in their performance, thereby driving their contribution to organizational success (Liu et al., 2024). Therefore, it is the obligation of every company to analyze and develop the talents possessed by each of its employees.

Success in talent management is a factor that impacts the achievement of organizational goals and can lead to success (Meijerink et al., 2024). Human resource planning would be better off adopting the concept of talent management because it plays a crucial role in enhancing employee professionalism within the organization. Professionalism, according to (Aguinis et al., 2024), etymologically comes from the word "profession," which means occupation. The term "professional" means "an expert" or "a skilled worker." Then, the term "professionalism" refers to the process of activities undertaken by individuals or institutions that require expertise, skills, and capabilities to meet certain quality standards and norms, as well as requiring professional education (Ciff et al., 2024).

Overall, in achieving the desired goals and targets for the success of an organization, it is crucial to achieve professionalism because it enables organizations to design training programs, career development, recognition, and reward systems that meet the needs of employees (Prikshat et al., 2023). Thus, employees can enhance their skills and abilities in their field and achieve the desired professionalism (Stoian et al., 2024). Mass media has indeed developed rapidly post-reform. More and more new mass media, both electronic and print, have emerged. The internet has also become something easy to find and use. People can now easily access various information from around the world, even just lying in their beds (Abreu & Grinevich, 2024).

The development of information technology is undoubtedly one of the causes. Therefore, every media institution is starting to compete in presenting various interesting information to the public (Ciff et al., 2024). Each mass media has its own advantages and disadvantages. Radio is one of several mass media available. Radio is a means of delivering information that is relatively inexpensive, meaning radio receivers can be obtained at relatively affordable prices compared to other media such as television sets, for example. Radio broadcasts can no longer be underestimated and viewed lightly (X. Huang et al., 2023). Several advantages radio has over other mass media such as newspapers and television have made radio a powerful force in disseminating information to the public. The wide coverage area of radio is one of its strengths. Radio broadcasts can reach remote areas, even those not yet reached by electricity. Illiteracy constraints can also be overcome because the main strength of radio is in sound, not images or writing (Nachyła & Justo, 2024).

In today's Radio Broadcasting, the competition is growing rapidly due to increasingly advanced technology, causing radio to fade amid community issues (Ammirato et al., 2023). Hence, good talent management and professionalism design are needed so that in broadcasting, capable and high-quality radio broadcasters can provide quality broadcasts and meet the needs of listeners. However, not all radio broadcasters have the necessary skills and qualities to achieve the desired professionalism (Rigtering et al., 2024). Therefore, talent management design analysis is needed to address these challenges and find and train high-quality radio broadcasters. This talent management analysis will help radio broadcasting organizations identify quality radio broadcasters and develop their potential to achieve the desired professionalism (Dabić et al., 2023).

LPP RRI Gunungsitoli is one of the radio broadcasting stations on Nias Island that has a broadcasting format informing the latest events, phenomena, and entertainment. RRI Gunungsitoli is a radio station that prioritizes information from both domestic and international sources in every broadcast. From the research results, current information technology is increasingly sophisticated, leading to fierce industry competition due to the emergence of digital platforms such as streaming services, podcasts, digital music, and other media to capture listeners' attention. Therefore, radio will continue to fade over time amid society. This places more emphasis on RRI Gunungsitoli station to improve production quality, present interesting content, and build a loyal listener base in the Gunungsitoli and surrounding areas.

In radio broadcasting, there are still factors hindering professionalism due to the lack of talented broadcasters who demonstrate proficiency when broadcasting, especially in mastering one program such as script mastery and speaking skills that are still lacking and need training when in a

program, sometimes lacking in the smoothness or success of the program, making it difficult to attract listeners (Dabić et al., 2023). Then there is the lack of production mastery training, which is one of the obstacles to achieving professionalism. Because there are areas that need to be improved and developed in broadcasting one of the programs or events held. Inadequate training can hinder the development of broadcasting skills, script research, and audio usage. Lack of understanding like this can also affect the level of professionalism, the quality of production, and the content produced. This also requires the application of talent management design to address issues like this. From the above problem description, the researcher is interested in conducting research with the title, "Analysis of Talent Management Design in Achieving Professionalism in Radio Broadcasting LPP RRI Gunungsitoli."

2. RESEARCH METHOD
The research approach used in this study is qualitative, employing descriptive words or phrases, starting from data collection to interpreting and reporting the research results. The qualitative approach focuses on deepening data to obtain the quality of the research conducted (Koloszár et al., 2024). This research was conducted at LPP RRI GUNUNGSITOLI, located at Jl. Iraonogeba Dusun I, Desa Iraonogeba, Kecamatan Gunungitoli, Kota Gunungsitoli, North Sumatra. Because of its easily accessible location, it facilitated the researcher in conducting the study. In qualitative research, data collection is carried out in natural settings, primarily through primary data sources, and the data collection techniques mostly involve observation (participant observation), in-depth interviews, documentation, and a combination of all three (triangulation) (Fareri et al., 2023). The data collection method used in this study involved observing or directly observing the place to be studied, conducting structured interviews to facilitate data collection, and using documentation to capture documents in the form of pictures through smartphones or cameras as supplements. The data analysis technique involves data reduction, data presentation, and drawing conclusions (Y. Huang et al., 2023).

3. RESULTS AND DISCUSSIONS
Based on the research process conducted, the researcher has found several research findings as follows:

Talent management design at LPP RRI Gunungsitoli
Is crucial to maintain the quality of broadcasts and attract listeners' interest. In practice, designing talent management for radio broadcasters can be achieved through recruiting and selecting qualified announcers that fit the broadcast needs, providing training and development for announcers, placing announcers in broadcasts suitable for their abilities and interests, and conducting periodic performance evaluations (Berber et al., 2023). Additionally, radio program management needs to be considered in the planning, preparation, execution, presentation, and evaluation processes to determine the success of a program and radio station.

Based on interviews conducted by the researcher at the research site, collecting necessary data to understand talent management design at LPP RRI Gunungsitoli, the following data were obtained (Deepa et al., 2024): (1) The talent selection process for radio announcers at LPP RRI radio involves several stages, such as auditions, interviews, and assessments of vocal abilities and communication skills. To become a professional radio announcer, one needs to have a unique vocal character, good communication skills, as well as skills in reading broadcast scripts and a responsible attitude in delivering radio broadcast information (Gibbs et al., 2023). (2) Placing announcers at LPP RRI Gunungsitoli in specific positions should be based on the abilities possessed by the announcers. Placing talented announcers can lead to individual success and positive impacts not only on individual performance but also on the overall success of the broadcasting station. This process needs to be continuously adjusted to changes in the broadcasting industry and the development of announcers to maintain relevance and competitiveness (Mello et al., 2023). (3) Talent development at LPP RRI Radio includes training and workshops for radio announcers (Kraus et al., 2023). The training covers various aspects such as communication skills, broadcasting technicalities, and effective communication. Radio announcers benefit from communication skills training to enrich their broadcasting style, improve articulation, and build better connections with listeners. Broadcasting

technical training is designed to ensure that announcers have a deep understanding of broadcasting equipment, sound settings, and the latest technology used in radio production. This aims to ensure optimal production quality and comfort in using broadcasting equipment. Moreover, workshops on effective communication help announcers develop persuasive speaking skills and stimulate listener interest (Vijay et al., 2024).

Professionalization of broadcasting at LPP RRI Gunungsitoli
The Public Broadcasting Institution Radio Republik Indonesia (LPP RRI) has long been known as one of the leading broadcasting institutions in Indonesia. As an institution with a crucial role in delivering information to the public, LPP RRI Gunungsitoli plays a vital role in providing information, entertainment, and education to the community. To maintain and enhance broadcast quality, professionalism in the broadcasting industry is key. Professionalism not only encompasses technical broadcasting skills but also involves attitude, ethics, and dedication to the job (Gibbs et al., 2023).

Research conducted by Kraus et al., (2023) titled professionalism of broadcasters in improving the quality of the NKRI aspiration program broadcasts on Suara Rakyat Hulonthalo 99.9Mhz provides insights into the importance of broadcaster professionalism in enhancing the quality of the NKRI Aspiration Program broadcasts on Suara Rakyat Hulonthalo 99.9Mhz, and its impact on public interest in listening to the radio.

Radio broadcasting plays a strategic role in delivering information, entertainment, and education to the community. Professionalization is the primary foundation to ensure that radio broadcasters can perform their duties with high quality and efficiency. As stated by Mello et al., (2023), professionalism in radio broadcasting includes abilities, quality, facilities, infrastructure, human resources, and information technology.

Based on interviews conducted by the researcher at the research site, collecting necessary data to understand professionalization at LPP RRI Gunungsitoli, the following data were obtained: (1) Ability, Improving broadcasting professionalism at LPP RRI Gunungsitoli begins with enhancing the abilities of broadcasters through the provision of quality education and training. Training programs may include broadcasting techniques, voice modulation, script research, and mastery of the latest technology used in the broadcasting industry. Continuous education and training will assist broadcasters in keeping up with the latest developments in broadcasting. Broadcasters at LPP RRI Gunungsitoli need to have good communication skills to deliver information clearly and easily understood by listeners. Developing communication skills involves mastering language, voice intonation, and adapting to various broadcasting styles suitable for the target audience (Southwick et al., 2023). (2) Facilities and Infrastructure, Facilities and infrastructure in broadcasting are essential to ensure that information can be delivered clearly and effectively to the public. Here are some facilities and infrastructure owned by LPP RRI Gunungsitoli in broadcasting (Koloszár et al., 2024): (a) Broadcasting Studios: This is the main location where programs are aired. Studios are usually equipped with sophisticated audio and video equipment for recording and editing programs. (b) Audio and Video Equipment: This includes microphones, cameras, audio mixers, and other devices used for recording and editing sound and images. (c) Transmission Systems: These are devices used to transmit signals from the studio to viewers or listeners. Transmission systems can be antennas, satellites, or cable networks. (d) Broadcasting Software: This is computer software used to manage and control the broadcasting process. This software can be used to edit audio and video, schedule programs, and perform other broadcasting-related tasks. And (e) The facilities and infrastructure needed for quality broadcasts include reliable and relevant sources of information (sources) for the programs aired (Ammirato et al., 2023). (3) Human Resources, The number and types of programs broadcast by LPP RRI Gunungsitoli will significantly impact the need for human resources (HR). Therefore, in planning human resource needs, LPP RRI Gunungsitoli needs to carefully consider the number and types of programs to be broadcast. Efficient HR management and the placement of workers according to the specific needs of each program type will help ensure broadcast quality and station operational smoothness. To date, the number of human resources at LPP RRI Gunungsitoli is adequate and in line with requirements. Placement is based on the qualifications and skills of employees (Berber et al., 2023). (4) Information Technology, In this digital era, the use of the latest technology is a necessity. LPP RRI needs to continue investing in the latest

hardware and software to ensure high-quality broadcasts. Technologies such as digital broadcasting devices, sound processing software, and advanced production equipment can assist broadcasters in delivering more engaging and innovative broadcasts. Furthermore, the use of social media platforms in news broadcasting can enhance broadcast efficiency and effectiveness. Social media allows broadcasting to reach a wider audience quickly, facilitating interaction and collaboration, and preparing the audience to participate in information dissemination. Thus, the use of social media in news broadcasting can strengthen efficiency and effectiveness in delivering information to the public (Y. Huang et al., 2023). (5) Reliability, To improve broadcast reliability and quality, LPP RRI Gunungsitoli implements several effective strategies. One of them is by improving broadcast quality, ensuring the selection of interesting news, conducting informative screen broadcasts, presenting up-to-date news, and packaging information in an engaging manner to capture audience interest. Developing quality programs requires careful planning and selection of content that meets audience needs. LPP RRI Gunungsitoli must constantly identify trends and audience needs to develop relevant programs that capture their attention. Broadcasting professionalism also demands high broadcast quality (Mello et al., 2023). This includes aspects of sound arrangement, message delivery, and the use of advanced technology. Broadcasters need to develop clear and engaging speaking skills to ensure their message is well-received by listeners. Investment in modern technology is also required to ensure high-quality broadcast production (Pattinson et al., 2023).

Improving broadcasting professionalism at LPP RRI Gunungsitoli is a crucial step in maintaining the relevance and trust of the public in public broadcasting services. With education, training, utilization of the latest technology, and effective resource utilization, LPP RRI can ensure that the broadcasts provided are of high quality, informative, and able to meet the needs and expectations of listeners. Thus, LPP RRI Gunungsitoli will continue to play a crucial role and become one of the pillars supporting public broadcasting in Indonesia, especially in Nias Island.

4. CONCLUSION

In this study, the researcher drew a conclusion to assess the achievement of the research objectives, as follows: Designing Talent Management at LPP RRI Gunungsitoli. The process of designing talent management at LPP RRI Gunungsitoli begins with the selection of broadcasting talent, focusing on criteria such as unique vocal characteristics, effective communication skills, and proficiency in script reading and responsibility. Following a comprehensive selection process, broadcasters are placed considering individual abilities, accommodating program diversity, and ensuring the success of all broadcasting programs at LPP RRI Gunungsitoli. Further talent development is achieved through organizing training and workshops involving aspects of communication skills, broadcasting techniques, and effective communication. This approach aims to enrich broadcasting styles, enhance production quality, and ensure broadcasters have a deep understanding of equipment and current technology in the radio industry. Enhancing Professionalism in Radio Broadcasting. Enhancing professionalism in radio broadcasting can be achieved through a series of steps, including refining skills, improving broadcast quality, enhancing facilities and infrastructure, optimizing human resources, and adopting the latest information technology. Firstly, broadcasters need to continually refine speaking abilities and communication skills to deliver information more clearly and engagingly. Secondly, broadcast quality can be improved by developing informative programs tailored to audience needs. Additionally, providing adequate facilities and infrastructure, such as advanced broadcasting equipment, can enhance production efficiency. Selecting and placing the right human resources, coupled with ongoing training, will help achieve optimal professionalism levels. Finally, integrating modern information technology into production and broadcasting will have a positive impact on the quality, efficiency, and competitiveness of radio broadcasting.

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