



Management of the Television Industry Crisis During the COVID-19 Pandemic in Indonesia

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Abstract

The COVID-19 pandemic affects not only health but also economics, social, and other areas including the television industry. In the midst of several disruptions that have hit the media industry, COVID-19 adds a new problem that is even more devastating to the television industry. Besides the number of television industry workers who have contracted COVID-19 and died, COVID-19 has also caused a crisis for television companies. This research used a qualitative case-study methodology with a subjective paradigm. It aimed to explain in depth the phenomenon of COVID-19 as it affected the television industry. This research used management crisis analysis and was conducted on the Indonesian television industry, including Metro TV and iNews TV. The conclusion of this research revealed that COVID-19 has had negative effects not only in terms of health and deaths, but also in terms of social areas, psychology and economics. Positive effects have also coe about due to COVID-19 in terms of the acceleration of communication technology, an increase in the quantity of television viewing and also an increase in loyalty to the television industry. Changes in the television industry's interaction patterns and working rhythms have also been caused by the COVID-19 pandemic.

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Introduction

The COVID-19 pandemic has caused a significant increase in health problems and death rates. In countries all over the world, the statistics on the number of infected people and deaths because of this virus are alarming. There is not a single country that has not experienced the impact of the COVID-19 pandemic. Around 221 countries in the world were infected in 2020 (WHO, 2020). As of 31 December 2021, as many as 286,715,568 people had been affected by this virus. More than 5.4 million people had died and 253,090,588 had recovered. The United States has had one of the highest number of COVID-19 cases in the world, namely 55,201,723 sufferers. India has had 34,837,710 cases and Brazil has had 22,277,239 sufferers (Nugrahani, et al. 2021, Tribunnews.com).

The impact of the COVID-19 pandemic in terms of the economies of countries in the East Asia and Pacific region for 2020 showed slowing to 2.1%. This will see nearly 24 million people's businesses in East Asia and the Pacific folding. The World Bank also estimates that nearly 35 million people will remain in poverty. In fact, the World Bank estimates the number of people living in extreme poverty will increase to 922 million worldwide (Worldbank, 2020). The economy in Asia Pacific will experience a prolonged decline due to the wider spread of this pandemic in various parts of the world (Burhanuddin & Abdi, 2020).

Since 2 March 2020, when the first suspected case of COVID-19 was announced in Indonesia, until 31 December 2020, the amount of people infected by the COVID-19 has been 743,198.

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The number of deaths has reached 22,138 people and the number of people who have recovered is 611,097 (Kementrian Kesehatan RI, 2021). In Indonesia, a significant increase in COVID-19 cases occurred in the second year of the pandemic. Based on the data from the Indonesian Ministry of Health as of 31 December 2021, the number of COVID-19 sufferers increased to 4,262,720 while the number of recovered people was 4,114,334 and 144,094 people had died because of this disease (Supriatin, 2021, merdeka.com). This disease has spread in all the provinces in Indonesia, 34 provinces with 510 districts/cities.

In addition to health factors, the impacts of the pandemic in Indonesia caused by COVID-19 in 2020 have included the following:

Indonesia's 2020 economic growth decreased by 2.07% or there was minus 2.07% (y-on-y) growth compared to 2019 (Badan Pusat Statistik (BPS) RI, 2020). The biggest decline occurred in the production sector, the transportation and warehousing business field with minus 13.42% growth. In addition, on the production side, a decline in growth occurred in the agriculture, forestry, and fisheries business fields by 20.15%. In addition, the Indonesian economy in the fourth quarter of 2020 compared to the fourth quarter of 2019 experienced a growth contraction of 2.19% (y-on-y) (Kementerian Keuangan RI, 2021).

There were massive layoffs. Another impact of the COVID-19 pandemic occurred in the economic sector. One of them was in the occurrence of increased termination of employment in various corporate sectors in Indonesia. The Indonesian Minister of Manpower, Ida Fauziyah, complained that there were 114,340 companies experiencing a crisis due to the COVID-19 pandemic. The next impact was recorded that 1,943,916 workers had been laid off and/or experienced layoffs (Hendartyo, 2020, Tempo.co).

There was a decline in Indonesia's manufacturing PMI reaching 45.3% in March 2020 (Hanoatubun, 2020).

Imports decreased by 3.7% in the first quarter of 2020 (Hanoatubun, 2020).

There were departure cancellations in the aviation sector. This resulted in a decrease in revenue in the transportation sector with losses reaching Rp. 207 billion. As many as 12,703 flights were cancelled at 15 airports from January-March 2020 (Hanoatubun, 2020).

At 6,000 hotels, there has been a decrease in occupancy by up to 50%. This has resulted in a loss

of tourism foreign exchange (Hanoatubun, 2020).

Media conditions in Indonesia

In the midst of several disruptions that have hit the media industry, the COVID-19 pandemic has added to the crisis and been even more devastating to the media industry. So far, the media industry is facing three problems that have caused a shift in efforts to develop the market share (Kovach & Roenstiel, 2007). The disruptions that have hit the media so far include, firstly, those in the area of technological developments. Information technology or digital technology, such as the internet, has changed the pattern of people's communication. Digital technology makes it easier for people to access information quickly. Digital media presents more content than other media. Digital media reduces or even removes the distance and interaction time problems that have been obstacles so far. Digital media is currently a serious competitor to mainstream broadcast media, especially television, in capturing viewers.

Secondly, globalisation is an issue. Globalisation is one of the causes of disruption to the media (Kovach & Roenstiel, 2007). Globalisation is where information is accessed and shared without any limitations or borders between countries. Globalisation causes the widening of information covered in all regions of the world. Digital media information has penetrated the boundaries of nations that are supported by rigid bureaucratic rules. Globalisation has an impact on the information that can be accessed by people at the same time. With this increase in the quantity of information available, the competition in terms of grabbing people's attention also increases. The competition that is caused by globalisation is a source of pressure for mainstream media, especially television media. It makes it more difficult for television media to choose or decide the information that will be delivered or presented based on the predetermined market share.

Thirdly, conglomeration is an issue. Conglomeration is one of the problems that causes disruption in the media industry (Kovach & Roenstiel, 2007). Many companies own media in one ownership. Conglomeration allows media businesses to share the production and can take the advantage of each unit of media which are part of the company. The impact of media conglomeration is the occurrence of uniformity of content and information submitted or presented to the public.

Another impact of conglomeration that is



experienced by the media is strong interference by the owners of the presented content. Owners' intervention is usually based on their business and political interests. Consequently, media can appear homogenous and the information is often based on certain interests. And this, of course, is very contrary to the media principle that it must be an independent, objective, honest and neutral institution. The absence of diversity of content and diversity of ownership leads to uniformity of public opinion in the community.

In the midst of the complexity of media disruption, especially in relation to television, the crisis caused by the COVID-19 pandemic adds new problems. The television industry, directly or indirectly, has also been affected by COVID-19. In the health sector, tens or even thousands of people in the television industry around the world have also been affected by COVID-19. (Mulyana D, et al 2020) Hundreds of people have died from contracting coronavirus. According to the Press Emblem Campaign (PEC), a non-governmental organisation based in Switzerland, during 2020, 602 workers in the media industry died from COVID-19. Overall, 303 people died in Latin America, 145 people died in Asia, 94 people died in Europe, 32 people died in North America and 28 people died in Africa (Adiyanto, 2021).

The effect of the COVID-19 pandemic on media workers around the world also occurred in Indonesia. Hundreds of media workers in Indonesia have also been infected with COVID-19, and some have even died. According to Sasmito Madrim, chairman of the Indonesian Journalist Alliance (AJI), from March 2020 to June 2021 there were 381 journalists who were exposed to COVID-19. He stated that nine people who were infected with COVID-19 died (Fajarta, & Roy, 2021, Okezone.com). Besides the health impact, the psychological impact of COVID-19 also affects journalists in Indonesia. Based on a survey by the Center of Economic Development Study (CEDS) Padjajaran University, 45.92% of journalists are depressed. The survey, which was conducted on 98 journalists, stated that as a result of the COVID-19 pandemic, journalists have experienced depression, including fear and restless sleep to the point of depression (Awaluddin, 2020). This survey on journalists was conducted from April-May 2020 and explained that around 57.24% of journalists have experienced boredom at work (Awaluddin, 2020). By applying for Work From Home (WFH) and also due to health protocols and restrictions on social interaction, many

journalists experienced boredom. This is due to limited physical space, and the fact that the news in the media is too monotonous because the issues that are conveyed are mostly about COVID-19. As a result, many journalists have felt unable to freely develop their creative ideas during the pandemic. This is what causes boredom for them.

In addition to the impact on the health and psychology of media workers, COVID-19 has also had an impact on the economy in the media industry. According to Agus Sudibyo, a member of the 2018-2021 Press Council, in an open discussion hosted by the Indonesian Television Journalistic Association (IJTI) with the theme "Formulating a New Pattern of TV Journalism in the New Normal Era", 28 May 2020, the COVID-19 pandemic in Indonesia has had a profound impact on the media. These include the fact that there has been a decline in income in the mass media industry, from, for example print media, broadcast media and online media. According to Agus, from data from the Union of Newspaper Publishers (SPS) from 434 newspaper companies in Indonesia, 71% of SPS members experienced a decrease in turnover of around 40% (January-April 2020) compared to the same period in 2019 (Ikatan Jurnalistik Televisi Indonesia (IJTI) 2020).

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Secondly, around 50% of print press companies have cut employee salaries by 2%-30% for existing employees. Thirdly, 43% of print media companies have laid off employees without being paid a salary. Many print media companies in the region are making efforts to "lay off" their employees in order to overcome the COVID-19 problem. Fourthly, the efforts made by the print media are terminating their employees. From the last survey in December 2020, as many as 50% of print press companies have laid off employees (IJTI, 2020).

Agus Sudibyo explained that the data shows that online media and radio advertising revenue has decreased drastically by 25%-80%. Around 15 % of online media companies have also delayed the payment of salaries. Even from the data, he said that online media have cash flow durability of only about 3 to 4 months, and after that, it is likely that many radios will close their businesses (IJTI, 2020).

Meanwhile, the same problems are also being faced by radio companies in Indonesia. From the data reported by the Indonesian National Private Radio Association (PRSSNI) to the press council, as many as 600 radio companies have experienced a 70% decrease in revenue. The data explains that the decline in revenue is due to the large number of radio clients that have closed since the COVID-19



pandemic hit Indonesia. Besides that, radio companies can no longer carry out off-air activities due to the prohibition on mass gatherings since the COVID-19 pandemic began. Around 60% of advertising sales on the radio decreased and off-air revenue also decreased by 40%. Ironically, with the restrictive activities carried out by the government, off-air's revenue is completely lost (IJTI, 2020).

Another impact of the COVID-19 pandemic on radio companies has been that as many as 30% of radio companies have cut salaries, around 60%, up to March 2020, have reduced their broadcasting hours and almost all radios have reduced their transmission power. Radio companies have also saved money on development, employee incentives, bonuses, research and the promotion of their company (IJTI, 2020).

The television industry in Indonesia has also experienced a decline in income during the COVID-19 pandemic. The chairman of the Indonesian Private Television Association (ATVSI), Syafril Nasution, said that the television industry has also been affected by the SAR-CoV-2 (COVID-19) pandemic: "During the COVID-19 pandemic, it can almost be said that the television industry has a direct impact. Who can advertise again because of this condition?" said Syafril in a discussion that was held by The Central Governing Body of the Indonesian Young Entrepreneurs Association (BPP HIPMI) entitled "Broadcasting Bill and Prospects of the Indonesian Broadcasting Industry" and held on Tuesday 9 June 2020) (Raka Dwi Novianto, 2020, sindo.com).

In a seminar that was held at Solo Pers Monument, Central Java, on Wednesday 1 March 2021, Neil R Tobing, the deputy chairperson of the Indonesian Private Television Association (ATVSI) complained that there was a decline in advertising revenue in the television industry. Neil explained that, according to ATVSI's calculations, there was an average decline in advertising revenue of 21% during the COVID-19 pandemic in Indonesia: "Our calculation is minus 21% occurring in 2020. The decline ranges from 15% to 43% so that on average there is a 21% decline in Ads in 2020" (Triyoga, 2021, viva.com). Furthermore, Neil said that the decline in advertising on television has affected the operations of the television industry in Indonesia, even though, during the COVID-19 pandemic, there has been an increase in production costs in the television industry.

Literature Review

This study refers to the article that was written by S. Cheema and friends from the Institute for Population Health, Weill Cornell Medicine-Qatar, Doha, Qatar, 2020, entitled "The COVID-19 pandemic: The public health reality". This article in *Epidemiology and Infection* discusses how COVID-19 has caused huge health and economic crises. The COVID-19 pandemic will continue to occur and develop and is likely to happen again. For this reason, health decision solutions are based on science and public health evidence.

Another reference is from Melissa A Sweet and friends, 2020, entitled "Converging crises: Public interest journalism, the pandemic, and public health". This article published by *Public Health Res Pract* explains the impact of the COVID-19 pandemic and how the media industry needs to overcome the crisis in the media industry with a concentration of media ownership. In addition, there is a shortage of broadcast media which causes many communities to be underserved and under-represented. The conclusion of this article is that the COVID-19 pandemic focused on unprecedented public and policy attention on the importance of journalism, and created the imperative for cross-sectoral reform 1348 and innovation.

This research used a crisis management approach. Fearn-Banks (1996: 1) defined crisis as "a major occurrence with a potentially negative outcome affecting an organization, company or industry, as well as its publics, products, services or good name". A crisis that occurs is unexpected. Whatever the form of the crisis, something specific, unexpected and non-routine causes high-level uncertainty and simultaneously presents opportunities and threats for an organisation in terms of achieving its high-priority goals (Seeger et al., 1998: 239). Barton (1993) in his book *Crisis in Organizations* said that a crisis is a major unexpected event that has a potentially negative impact on the organisation and its public.

The COVID-19 pandemic that has hit the whole world has become a crisis for the industry, especially in Indonesia. No industry existing today ever expected a pandemic caused by the SAR-Cov 2 virus. The COVID-19 pandemic crisis, which is a non-natural disaster, not only threatens health and life but also threatens the existence of the television industry economically, socially and politically in Indonesia. The COVID-19 pandemic crisis can damage the industry, in terms of reducing employees, decreasing production and services



produced by the industry, and due to declining financial conditions. In the end, it threatens the existence of the industry as a whole.

Research Methodology

The paradigm used in this study is the constructivism paradigm. Constructivism assumes that knowledge is the result of human construction. Humans construct their knowledge through their interactions with objects, phenomena, experiences and their environment. For constructivism, knowledge cannot be simply transferred from one person to another but is interpreted by each person himself. Everyone has to construct their own knowledge. Constructivism is when individuals try to understand the environment in which they live and work (Creswell, 2014: 32).

This study used a qualitative case-study method. Qualitative research is research that analyses things in nature, trying to understand or interpret phenomena based on the things that exist (Denzin and Lincoln, 2008). Qualitative research in this study aimed to explain the crises caused by the COVID-19 pandemic on television media through data collection. Qualitative case study research is research that focuses on certain cases which are observed and analysed carefully and thoroughly. The case studies in this research are based on in-depth investigations of individuals, groups or events that have occurred as a result of COVID-19 and explore the causes of the underlying principles. To gather comprehensive information, this research not only digs up information from participants and key informants through in-depth interviews but also from the people around the research subject, diaries of the subjects' activities, or the subjects' track record (Yin, R. K. 2002).

The research was conducted at the national television industry, namely Metro TV in Jakarta. Metro TV is a television that focuses on news production, launched on 25 November 2000. Metro TV aims to spread news and information throughout Indonesia in order to educate people about the nation.

According to Kabul Indrawan, Metro TV's production manager, "Metro TV reporters are the first television journalists to enter the isolation room for COVID-19 patients". At the beginning of the COVID-19 pandemic, a lot of news about patient information came from abroad". "To provide maximum information to the public, I made a breakthrough by covering directly the isolation places for COVID-19 patients in several hospitals

around April 2020. This effort became the first television reporter to cover directly to the isolation room. Previously, no journalist crew in Indonesia dared to enter the isolation room for COVID-19 patients in the hospital," explained Kabul.

Besides Metro TV, this research also examines iNews TV. Indonesia News Televisi or iNews is a national television that has the biggest local television network throughout Indonesia. iNews is the television channel that arose from the transformation of SINDO TV on 31 October 2017. INews is a news television channel whose mission is to provide fast, reliable and balanced information. The television channel, that is part of the Media Nusantara Citra (MNC) Grup, has a vision to become a national television station with a networked local concept, providing information and inspiration that is rich with local, national and international variety.

Results and Discussion

As two of the broadcasting companies in Indonesia, Metro TV and iNews TV were also affected by the COVID-19 pandemic. Metro TV experienced a health impact with dozens of employees infected. According to data for 2021, three people died from COVID-19 in the Metro Group. One of the Metro TV officials, deputy director of technical support for Metro TV, Muhammad Islam, died on Tuesday, 20 July 2021, due to contracting COVID-19. Regarding the economic impact on Metro TV, the management did not deny that the condition of Metro TV was also affected by COVID-19. Widya Saputra, as the public relations manager and a newscaster on Metro TV, said that with the occurrence of COVID-19, it is certain that almost all industries have been affected, both in terms of health impacts and other impacts. Even the number of sufferers on Metro TV has increased along an the increase in the number of COVID-19 sufferers across Indonesia (Interview, 2022).

Meanwhile, by September 2020, as many as 88 employees of the MNC Group where iNews TV is located, had contracted COVID-19. A total of 84 people are reporters in the MNC group (Ramadhan, Reza Atya, 2020, kumparan.com). Even though dozens of people have been infected in the MNC group, according to Apreyvitaa D Wulasari, chief editor, until the end of 2021, only a dozen people had contracted COVID-19 at the iNews editor, and no one had died from the disease (Interview, 2022).

In the Indonesia Stock Exchange report, PT Media Nusantara Citra (MNC) Tbk experienced a decrease in net profit of 43% in the first quarter of 2020. MNC

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recorded a net profit of Rp 332.74 billion, down 43% compared to the first quarter of 2019 at 5584.96 billion (Gumilar, Pandu, 2020, Bisnis.com). On the other hand, according to the founder and executive chairman of the MNC Group, Hary Tanoesoedibjo, there was an increase in media users during the COVID-19 pandemic: "Because so many people stay at home, there has been a tremendous increase in the pattern of watching television," said Hary at the National Press Day event in Jakarta, on Monday, 8 February 2021 (Pebrianto, Fajar, 2021, Tempo.com).

Initially, the management of Metro TV and iNews were shocked and confused in dealing with the COVID-19 pandemic. This was due to the rapid changes and impacts caused by the COVID-19 pandemic. At the beginning of the pandemic, there was no preventive and anticipatory action in Indonesia. The management of Metro TV and iNews were initially shocked and only took action based on an evaluation of events that occurred within and around the company. According to Apreyvita, "At first (when the COVID-19 pandemic occurred in Indonesia) the iNews editor was in shock." "We know that all sectors, not only the television industry, are experiencing a shock situation." He explained that before (the COVID-19 pandemic) iNews had never and was not possible to do WFH. Even though now it's used to be done," he said (Interview, 2022).

Furthermore, Apreyvita explained that at first, activities were carried out as usual. The editor did not reduce the activities or the existing coverage team. Gradually the management and editors learned how to do news production such as editing, dabbing and making news from home. Apreyvita said that television production for as long as requires images, visuals, and audio that cannot be replaced. "(Reporting-ed) Television in principle requires coverage in the field. Television needs pictures and visuals as well as angles for broadcasting (Beritaan_red) later. That's what causes friends (editor-ed) to remain in the field, and that needs adjustments," explained Apreyvita (Interview, 2022).

The Metro TV company management tried to anticipate this pandemic crisis, initially creating a task force in each unit in the Media Group. The same effort was made by iNews, and MNC management also created a task force in their company. According to Widya Saputra, "to anticipate the COVID-19 pandemic in Metro TV, the management creates task forces in each unit of departments". "The effort to

build the task forces is a management alert based on the developing situation", said Widya (Interview, 2022).

In line with the development of the COVID-19 pandemic, television management then managed to handle the situation on the basis of crisis management. The task forces in iNews tried to anticipate problems by giving protection to employees. The protection was in the form of providing antigen and PCR testing facilities as well as providing vitamins to all employees at iNews. Efforts made by Metro TV included providing a health clinic that could be used 24 hours a day. This health clinic was to anticipate employees who were infected with COVID-19. This clinic also checked employees who were completing tasks in areas that were infected and who had been in contact with people exposed to COVID-19. To resolve the crisis in adapting to the COVID-19 pandemic, the management of Metro TV and iNews made crisis management plans that were carefully and thoroughly designed. Several strategic policies were decided upon by the management to overcome and adapt to the COVID-19 pandemic. (Saptorini, 2021)

To resolve the crisis in adapting to the COVID-19 pandemic, Metro TV's management made a crisis management plan that was carefully and thoroughly designed. Several strategic policies were decided upon by the management to overcome and adapt to the COVID-19 pandemic. Based on the Internal Office Memorandum letter dated 9 September 2020, there were several strategic steps taken by Metro TV management in adapting to the COVID-19 pandemic. Those policies included:

First, they enforced the health protocol related to COVID-19 in the office environment. The health protocol included wearing a mask, maintaining distance, and avoiding crowds and the employees were required to check their temperature every day. Policies in the office and outside the office required employees to wear masks every day. They were also required to maintain the recommended distance of about 1.5 metres when interacting with other people and to avoid places with a lot of crowds or places that had the potential for crowds to occur. This was to reduce the risk of spreading COVID-19 to the public by breaking the chain of transmission and the entry of new cases of the COVID-19 within a certain period of time (Vellingiri, B. et al., 2020).

Management strictly enforced all health protocols related to COVID-19 every day with all employees and visitors in the media complex. There was temperature checking of the employees and visitors



every day, the use of masks or face shield monitoring, and interaction monitoring inside the media complex. Management also imposed sanctions on employees who had been proven not to use masks or to violate regulations determined by the company.

Secondly, the management of Metro TV implemented a Work from Home system (Work From Home/WFH). According to Widya, 70% of non-editorial employees, such as sales and marketing staff, undertook WFH. Meanwhile, 80% of the editorial and coverage team activities were carried out in the office and in the field according to their needs. WFH policies were adjusted by each department head with the approval of the Human Resources Department. WFH's efforts reduced crowds and employee interactions in the office. For the process of setting up WFH, in the memorandum, it is stated that the head of department is obliged to make out a schedule for WFH and Work from Office (WFO) on the 30th of each current month.

Thirdly, the management insisted that there were no more face-to-face meetings in the office. The meeting room was only intended for face-to-face meetings to discuss the COVID-19 pandemic. For this reason, the management maximised the use of digital activities to increase work effectiveness and efficiency. The use of information and communication technology is an activity that can reduce the risk of getting infected with COVID-19. The use of technology is one of the strategies to reduce interactions and the crowds that can occur. Maximising the use of technology also can maximise work and streamline the time available.

Fourthly, the management reorganised workspaces, public facilities and places of worship. From the observations, the newsroom and reporters were arranged according to the recommended distance to help to handle COVID-19. Likewise, public facilities such as canteens and places of worship in the media complex were operating based on the distance and the amount or capacity suggested. Besides that, the management stops the utility services for some places. But, the management provided co-working spaces in the media complex area.

In addition to managing employees as a whole, the management also managed reporters and editors to anticipate and adapt to the COVID-19 pandemic. Several newsroom crisis management policies which were implemented by the management include:

First, the reporters and editors in the coverage team were all required to follow the health protocol by

wearing masks while on duty. In addition, the coverage team was required to maintain a distance when interacting with each other and with other people while on duty. The coverage team was required to avoid crowded places and places that had the potential for crowds and not to hold gatherings that could create small crowds.

Secondly, the coverage team was required to protect themselves and stay away from places known to have high rates of COVID-19 infection. In carrying out the activities of the coverage team, both in the field and at the office, firstly, they had to map the areas that had the potential to become places of COVID-19 transmission (red zones). After that, reporters and editors were required to stay away from that place. However, if the conditions forced them to go to the place, Metro TV management required the coverage team to protect themselves by using Personal Protective Equipment (PPE) which is standard for medical personnel. In addition, in order to avoid the possibility of exposure to COVID-19 and protect themselves from contracting the virus, the coverage team was required to carry out self-sterilisation and screening.

Thirdly, the Metro TV management required the coverage team to make travel records when covering COVID-19. Every day, reporters and editors who were members of the coverage team were required to report on activities in the field to cover the news, especially COVID-19. The reports had to explain the place and time of coverage activities in one day. The reports were then the basis for the management to monitor the coverage team's conditions around the coverage location. These report also allowed possible infection in the team and the possibility of infection of other reporters and editors to be anticipated.

Fourthly, the coverage team and editorial crew with symptoms resembling COVID-19 were required to report to their superiors. This effort was undertaken so that the editorial crew could be referred to the nearest hospital as soon as possible. Meanwhile, the company aimed to cover medical expenses through existing insurance. In addition, Metro TV management can prevent transmission to people around the editorial crew and can anticipate transmission due to interference that has been done by the editorial crew.

Fifthly, when carrying out reporting activities both in the field and in the office, personal equipment such as laptops, cellphones, and so on, were required to be sterilised so that they were considered safe. The obligation to sterilise personal



equipment was in order to protect the editorial crew. This has proved useful in anticipating transmission of the virus from personal tools that are used daily.

Sixthly, apart from the personal equipment, the Metro TV management also sterilised all their reporting equipment such as cameras, mics, live equipment, etc. The sterilisation process of the equipment was carried out by Camstore. For example, the coverage microphone had to be equipped with a protective sheath to prevent the spread of COVID-19 from saliva droplets. During the sterilisation process involving covering equipment, Camstore officers were required to use masks and Personal Protective Equipment (PPE).

Seventhly, to avoid crowds or possible crowds, the management would not generally allow programmes to be presented a large audience in the studio. However, if there was an event program that required resource persons, guests or visitors were checked using an infrared thermometer and followed the standards discussed above.

Eighthly, to coordinate and monitor the coverage team, editors arranged the coverage teams according to the needs of the newsroom. The editor determined the amount and schedule of coverage and members of the reporting team according to the newsroom every day. In addition, the editors were asked to monitor the conditions and situation of the coverage team at all times. Meanwhile, it was recommended that editorial meetings and monitoring of coverage should be carried out through communication tools.

Ninthly, the company had to ensure the availability of personal protective equipment such as masks, gloves and sanitiser. In addition, the company also had to monitor the health of the coverage team assigned to cover COVID-19.

In addition to the formal policies carried out by the Metro TV management, informal policies were also pursued by management to anticipate the COVID-19 pandemic. According to Widya, there has been concern from management and all the employees with regard to participating in anticipating the handling of COVID-19 in their environment. One example is if an employee was infected with COVID-19, information updates were always given on the development of the employee's condition. Other employees would also try to help to ease the suffering of the infected employee.

In addition, the management sought to provide food and vitamins to increase the endurance of employees who were carrying out activities in the

office and in the field. "Although the management has not been able to give attention in the form of material, we appreciate the efforts to provide vitamins and food in increasing the immune system of employees". "In addition, the company's management also tries to check employees three times a week", said Widya.

Furthermore, Widya explained that the family relationship in the company has been felt all this time. However, this familial attitude has increased in line with the COVID-19 pandemic. This means that there is an increase in family relationships and friendships within the company and between the employees.

According to Firsan Nova, the crisis can be considered a turning point in history life, namely, a turning point in life that has a significant impact that can be positive or negative. The effort put in by the organisation depends on the reactions of individuals, groups, people, or nations. So during the COVID-19 pandemic, there were negative and positive impacts that occurred during this crisis (Firsan, 2009).

Conclusion

The effect of the COVID-19 pandemic in the health field is that tens of millions of people have been infected and millions of people have died. Hundreds of thousands of companies are experiencing financial difficulties that have caused millions of layoffs in Indonesia. There has been stress and boredom for the public, especially journalists, due to the restrictions in dealing with the COVID-19 pandemic. Changes in behaviour in community interactions due to the implementation of health protocols worldwide are another negative impact.

Besides the negative effects, there have been several positive effects due to this pandemic. These positive influences include, first, an increase in television viewers during the COVID-19 pandemic in Indonesia; second, the acceleration of the use of communication technology throughout the world. The use of internet-based information technology both for teleconferences and limited meetings can be done anywhere and anytime by anyone. Everyone has been forced to use communication devices that are connected to the internet. Accelerating the use of this technology has been part of reducing interactions due to the rapid spread of the SAR-CoV 2 virus. Third, there has been an effect on the effectiveness and efficiency of work. Work patterns that minimise large interactions and crowds lead to work effectiveness and efficiency. The pattern of



working from home (WFH) with the help of internet technology can bridge the problem of distance and working time. Work is, thus, not hindered by distance and time. Fourth, there is an increase in the levels of concern between the employees and the company for colleagues and the work environment. There is an increase in family relationships that occur in the work environment. Generally, this study concludes that the COVID-19 pandemic has caused changes in the rhythm of work and interactions in the television industry. The stipulation of health protocols and the acceleration of the use of technology have changed the patterns of interaction and work rhythms in the television industry in an effort to adjust and adapt to the COVID-19 pandemic.

Suggestions and limitations

This study suggests that during the COVID-19 pandemic, the television media industry or other business organisations need to have company operational standards in pace in an effort to determine the patterns of work that need to be followed. The company's operational standards need to be adjusted to the health protocols and policies imposed by the local government. This effort, apart from minimising the impact of the COVID-19 pandemic, is also the basis for the company's daily activities, because COVID-19 is likely to be an ongoing issue.

The limitations of this study are that it only uses a subjective paradigm with a case study methodology. So this study has limitations for cases of the COVID-19 pandemic only. However, if viewed from the perspective of corporate culture, company management and leadership empirically, this research would develop further. This research can act as a reference for other research to strengthen the conclusions about the COVID-19 pandemic in companies.

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