

Vol 8, No 2	2024	Page 211 - 222
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Da'wah on Air: Case Study on Batam Radio Islamic Broadcasting

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Abstract

This paper examines the administration of Hang FM Radio in Batam, which functions as a propaganda radio station, and analyses the limitations and factors influencing its broadcasts. Hang FM Radio, an Islamic da'wah station, caters to Batam City, comprised of 400 islands, rendering radio an efficient medium for audience engagement. The study seeks to examine the management tactics utilised by Hang FM Radio and to identify elements that promote and obstruct its operations. A qualitative descriptive methodology was employed, with data gathered via interviews and document analysis. The findings indicate that management procedures at Hang FM Radio include planning, organising, motivating, and controlling, with centralised supervision by the station's founder. This core leadership is a crucial element maintaining the station's broadcasts. It is essential to thoroughly evaluate assertions regarding the acceptance of propaganda material by audiences outside of Batam. Future studies should explicitly clarify the evidence and methodologies employed to evaluate audience reception. The study also finds impediments, including divergent manhaj perspectives and a limited public comprehension of sunnah da'wah and the salaf manhaj, necessitating further substantiation and nuanced investigation. The study emphasises religious drive and leadership determination as essential factors facilitating Hang FM Radio's broadcasts, while also recognising certain biases and limitations in the results. Investigating these elements in ongoing research will yield a more thorough comprehension of Hang FM Radio's influence and management dynamics.

Keywords: radio management; da'wah; media studies

INTRODUCTION

This study explores the management dynamics of Hang FM Radio, a key player in religious broadcasting within Batam City. The research focuses on identifying the factors that contribute to the station's sustainability and the challenges it faces. Understanding these elements is crucial for evaluating the effectiveness and impact

of religious media in shaping community perceptions and spreading Islamic teachings. By examining Hang FM Radio's approach to management, this study seeks to illuminate broader implications for similar non-profit, educational media initiatives dedicated to promoting religious principles. (*Radio Hang 106 FM Batam*, 2014).

Based on the aforementioned background, the researcher finds it necessary and is interested in conducting research (Kolil et al., 2020; Saputra et al., 2021; Susilo & Harliantara, 2023) to understand how management is applied at Hang FM Radio, under the umbrella of HangMedia, with the title "Media Management for Preaching (Qualitative Study of Hang FM Radio)." The purpose of this research is to identify: 1) Hang Radio's management as a medium for preaching. 2) The driving and hindering factors in managing Hang FM Radio as a preaching radio. The research benefits are expected to be as follows: 1) Theoretical benefits: The findings of this research are expected to contribute to the advancement of knowledge in general and the development of communication science, especially radio as a medium for preaching. 2) Practical benefits: a) Serve as a reference for radio managers in targeting listener segments and managing programs that are more suited to developing Islamic preaching.

Communication management has six goals: providing knowledge about perspectives, paradigms, theories, models, research methodology, and communication concepts. Managerial aspects are studied in communication management for the benefit of managing communication resources, aiming to achieve communication effectiveness (Susilo, 2022). The process of influencing others is the perspective of communication science on the concept of communication management. Communication management also shows that good communication skills can be learned and developed by anyone. Having strong communication skills can lend a communicator credibility. This is where the importance of studying communication management lies, as it enables us to better understand how communication with others should be effectively carried out, according to (Riinawati, 2019)

To further explain this term, we need to understand the definition of management. John Naylor defines management as the process of achieving organizational goals. Management is performed to make environmental changes by balancing efficiency, effectiveness, and equity, maximizing results from limited resources, and working with and through others. Meanwhile, Henri Fayol divides management functions into four areas: Planning, Organizing, Motivation, and Controlling, forming the P-O-M-C management model as included in (Albarran, 2006).

Planning involves setting organizational objectives and providing the necessary resources for others to achieve their goals and complete tasks. Both short-term and long-term goals need to be defined during the planning process. Managers and employees must collaborate in goal creation. The organizing function deals with who is responsible for achieving the company's goals. Motivating employees to a high level of performance directly helps any organization achieve its objectives. Conversely, if motivation is low, productivity is also low. As a management function, controlling involves several areas of responsibility: (1) providing feedback to managers and other employees, (2) monitoring progress towards achieving

organizational goals, and (3) making changes as situational demands. Feedback takes many forms such as written, verbal, and electronic (e.g., text messages, emails). A common criticism of managers is that they do not provide sufficient feedback to employees to let them know how they are performing. Positive feedback also helps to motivate employees.

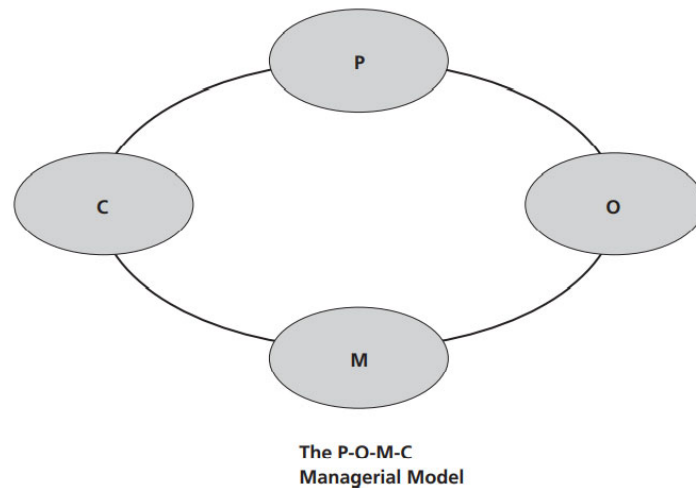


Figure 1. Managerial Model according Henry Fayol

Monitoring is another essential control function. Managers must oversee progress towards organizational goals and help solve related problems. Communication management combines communication concepts with management and applies them in communication activities. Literally, management is the science of completing work through planning, organizing, controlling, and leadership. Meanwhile, communication is defined as the process of interaction between individuals or groups to convey and receive information to connect within the environment of others (Riinawati, 2019). Therefore, communication management refers to how people manage the communication process in their relationships with others within the context of communication.

Communication management creates a well-organized and cohesive direction for communication, eventually leading to cooperation in an organization. In organizations, differences in opinion among individuals can occur, where the role of communication management provides solutions. Communication aims to foster mutual understanding between communicators and communicatees. Strategy in communication is necessary to achieve organizational objectives. According to (Riinawati, 2019), "Communication management, which combines management approaches with communication management, allows us to achieve harmony in communication. Characteristics of communication science include being irreversible, complex, cause-and-effect dimensional, and containing potential problems." Clearly, communication is not a simple process. Thus, communication actions must be managed properly. Here, the sub-discipline of communication management contributes (McQuail, 2010). Communication is important. Cooperation among organization members helps develop communication strategies effectively, allowing all parties to accept the presence of effective ideas through communication channels.

Electronic media holds an essential place in society through the dissemination of information and entertainment. Electronic media managers aim to balance market needs with the public's insatiable appetite for media content amidst technological changes, regulatory issues, and social trends. The electronic media referred to here are television and radio. As with general management, there is an element of planning in media management. Contemporary electronic media management heavily relies on strategic planning as a vital management tool (Jackson et al., 1997).

In electronic media, management occurs at different levels and involves various skills, functions, and roles (Littlejohn & Foss, 2016). Management requires unique and talented individuals who can work with and through others to achieve organizational goals. Broadcasting Law No. 32 of 2002 in Article (Aryawan & Sey, 2018; Nasution, 2018) defines broadcasting as "a message or a series of messages in the form of sound, images, or sound and images, or in graphic forms, characters, whether interactive or not, that can be received through broadcast receiving devices."

"Radio broadcasting is mass audio communication media that conveys ideas and information in the form of sound generally and openly, in the form of regular and continuous programs, (Defhany, 2017).

Preaching through radio means using and leveraging the world's most popular medium as a channel, means, or tool to achieve preaching goals (Arifuddin, 2020; Hadiono, 2019). This Islamic preaching refers to Allah's words: "Invite to the way of your Lord with wisdom and good instruction, and argue with them in a way that is best" (An-Nahl 125), and "Let there be among you a community that invites to good, enjoins what is right, and forbids what is wrong, and those will be the successful" (Ali Imran:104).

METHODOLOGY

The research was conducted from June to August 2022 at Radio Hang FM, located in the Mega Legenda 2 Shopping Complex, Block A2 No. 19-22, Batam Centre, Batam City, Riau Islands Province. The researcher employed a qualitative approach with a descriptive nature. According to (Sugiyono, 2019), "the qualitative research method is used for studying objects in natural conditions where the researcher acts as the key instrument." Primary data from interviews was used for the study.

The object of the research is the management of Hang FM Radio as a medium for Islamic preaching in Batam City. Hang FM Radio is one of the Islamic radio stations broadcasting on the frequency 106.0 FM from Batam City. Data collection techniques in this research included interviews and documentation (Harumike et al., 2021; Rihartono, 2015). The credibility or trustworthiness of the qualitative research data was tested through source triangulation. From these data sources, the researcher described and categorised views that are similar, different, and specific to produce conclusions.

RESULTS AND DISCUSSION

Hang FM Description

On January 17, 2003, Hang FM Radio first broadcasted from Batam City on the frequency of 106 MHz. Initially, Hang FM Radio was a general radio station with a Malay ambiance, in line with its name "Hang," which is that of a Malay hero, before eventually transforming into a religious radio station focused on Islamic preaching (Faletehan, 2018).

Hang FM Radio broadcasts 24 hours a day, every day. The Ministry of Communication and Information of the Republic of Indonesia issued the Decree No. 879/RF.02.03/2022 regarding the broadcasting permit for the Local Public Broadcasting Institution Radio Hang FM Batam. The broadcasting permit is valid from August 2, 2022, to August 1, 2032. Hang FM Radio 106 Batam can reach listeners primarily on Batam Island and its surroundings, as well as in Tanjung Pinang City and neighboring countries Singapore and Johor Bahru, Malaysia.

Hang FM Radio has relocated its office several times. It first operated at MyMart, then moved to Batam Center Mall, and later to the Indonesia Emporium area. All three locations were rented premises. Currently, Hang FM Radio has its own building in the Mega Legenda shopping complex in Batam. A common feature of Hang FM Radio's offices is that they are always equipped with a mosque or musholla (prayer room). Hang FM Radio hosts regular programs that are broadcast live from these mosques/mushollas.

Hang FM Management as Da'wah Radio

From the research findings, Hang FM Radio does not publicly disclose its management structure. Interview results indicate that Hang FM Radio began to shift towards being an Islamic preaching radio around mid-2004 (Nugroho et al., 2012). The process of operating a preaching radio is considered very challenging due to the limited audience segment, necessitating the careful allocation of resources, manpower, and operational costs (Faridah & Uswarusolihah, 2021). In the early days of establishment, it felt particularly difficult because, as a preaching medium, management was very selective about the advertisements received, resulting in limited revenue from advertising. However, the management decided to bear the radio's operational costs (Wahid & Makruf, 2017).

The motivation to continue operating the preaching radio, in addition to spiritual reasons, also stems from the founder's strong commitment and perseverance in upholding Islamic preaching through the radio. Throughout its journey as a preaching radio, Hang FM Radio has faced challenging times, including issues related to terrorism and allegations of being Wahhabi. Nevertheless, all such allegations were addressed and resolved, allowing operations to return to normal. At that time, Hang FM Radio had decided to define its segmentation as a preaching radio.

Learning from various cases faced, oversight of the preaching broadcasts involved evaluations and corrections of policies and preaching materials. Managing a preaching radio is not easy. Each program must be closely monitored, especially since Hang FM Radio had previously received negative public responses. Since then, management has recognized the necessity and importance of strict oversight.

Theoretical Discussion

Decisions are made based on planning. An important aspect of planning is decision making. This means that the process of developing and restoring direction is an action to solve problems.



Figure2. Research Concept

Hang FM Radio emerged as an Islamic preaching medium from the idea of the top management of Hang FM Radio. The preaching radio developed according to the management understanding at that time. It began with the intention to unify all methodologies, but the process revealed that it was not feasible to combine all methodologies due to differences or disagreements regarding certain Islamic laws. These disagreements can impact the messages intended for the listening audience.

The management of Hang FM Radio decided to choose and establish a specific methodology to ensure that the messages delivered to the audience were consistent. In determining the segmentation plan and propagation direction, communication within the management of Radio Hang FM was deemed very important. The management then planned programs according to these plans. Persuasive communication from the founder to all management personnel and scholars regarding the direction of preaching, target segments, and broadcast standards enables program creators and scholars to determine their preaching content, ensuring that the broadcasts are organized based on initial plans.

Management uses communication for two purposes: planning and oversight. Planning occurs before the implementation of organizational activities, in this case, the preaching broadcasts based on the Salafi methodology. The objectives set through the planning process must be achieved through these activities. Following this idea, there is a planning element in media management. Contemporary electronic media management, including radio, heavily relies on strategic planning as a vital management tool. Hang FM Radio reinforces the planning function in its media management with the belief that this planning element is crucial for achieving its vision and mission as an Islamic preaching radio promoting the Salafi methodology.

Organizing refers to the leader's role as a decision-maker to guide team members within an organization and optimize other available resources to carry out the decisions made. An organization can achieve its goals when the leader successfully delineates the tasks that team members need to perform. The ability to map out work tasks is a step in the organizing process.

Another function is to distribute workloads among individuals or groups logically and adequately, which can also be segmented into various activities. This includes combining members' tasks in a logical and efficient manner. Leaders must coordinate tasks for organizational members harmoniously. Coordination must follow sound mechanisms, and leaders should monitor this coordination to ensure effective operation. A leader must be prepared to take necessary adjustments to maintain the organization's rhythm or enhance effectiveness.

In the journey of Hang FM Radio's preaching broadcasts, the number of management personnel decreased from 30 to 9. The founder, as the management leader, distributed the workload across several activities to ensure that the preaching broadcasts continued. A flexible coordination mechanism became the communication pattern among management personnel to ensure that broadcasting activities remained effective despite limited resources.

In program packaging, Hang FM Radio's management strives to maintain continuous broadcasting using auditory appeal. They understand that sound expands the dimensions of imagination and creates a personal connection with listeners. Thus, despite constraints, Hang FM management developed flagship programs based on community needs and crafted interactive broadcasts addressing not only preaching but also health and herbal medicine topics, which have become popular alternatives for the community. During specific moments, Hang FM invites well-known scholars among the Salafi community. The combination of these two factors helps Hang FM maintain its reception among listeners.

Motivation is one key function of management that provides encouragement and boosts the work spirit of subordinates, enabling them to work more diligently and effectively. At this stage, the manager's role in providing motivation is critical. A work team needs enthusiasm, and management creates an environment where all members of the organization can collaborate to achieve common goals. In other words, managers must understand what motivates their staff.

Hang FM Radio, as a preaching radio, has faced numerous internal challenges and personnel changes in its management. However, it continues to exist and remains committed to achieving its goal of being an Islamic preaching medium in Batam and surrounding cities. The key lies in the shared religious motivation to conduct preaching through Hang FM for the sake of seeking Allah's pleasure, which serves as the primary motivation for all those involved in and managing Hang FM Radio. The belief that every difficulty and obstacle will always be aided by Allah provides encouragement to ensure the radio remains active.

The central figure in Hang FM's management, the founder, plays a crucial role in overcoming all challenges facing Hang FM Radio, serving as a source of motivation. Controlling is an agenda aimed at ensuring that plans can still be effectively realized. Oversight means that managers strive to ensure that the organization operates according to its objectives. Basic steps in oversight involve

determining safe preaching standards and evaluating whether all preaching processes meet those standards.

If the standards are met, no further action is needed; in other words, Hang FM's objectives as a preaching radio have been achieved. Conversely, if the standards are not met, corrective actions and reevaluations of the established standards will be conducted. A key consideration for management is the need for caution and precision in conveying preaching content to the public. To address this, management establishes standards and criteria for the scholars presenting preaching broadcasts to ensure alignment with the organization's goals. Furthermore, radio programs are packaged as securely as possible, determining which preaching policies are suitable for on-air broadcast or should remain off-air. The content and discussions presented in each broadcast and program undergo continuous evaluation, even during the airing of the show. If, at any specific moment, the preaching broadcast by the scholars (asatidz) is deemed to not meet the established standards, the on-air transmission is halted to prevent any potential resistance from the audience. In relation to preaching, the messages should be packaged in such a way that they are communicated in a language that is engaging and understandable to the listeners. This approach ensures that the content is not only safe and avoids the pitfalls of sensitive material but is also easily comprehensible to the audience.

Discussion on Challenge

The existence of Hang FM Radio in Batam in conducting Islamic preaching broadcasts, despite facing numerous internal and external challenges, is closely tied to the understanding of the founder and management regarding the significance of preaching (dakwah). Their firm belief in Allah's promises in the Quran and Hadith concerning the virtues of preaching serves as the primary driving force for the management of Hang FM Radio to carry out its preaching broadcasts.

A strong conviction in the rewards for those who engage in preaching encourages the belief in Allah Ta'ala's assistance in addressing every issue faced by the management of Hang FM Radio. Another motivating factor emanating from this research is the strong character of the founder of Hang FM Radio. Their unwavering intention and commitment to establish, develop, and sustain Hang FM as a preaching radio becomes a powerful motivation for all the staff at Hang FM.

However, a hindrance in the broadcasting process is that some audience members have yet to accept the presented preaching content. The existence of Hang FM Radio, effectively delivering Islamic preaching broadcasts despite numerous obstacles, highlights the crucial role of broadcast media in rural areas. While Hang FM Radio's story is specific to Batam, the broader significance of broadcast media in rural areas should not be underestimated. These platforms serve as critical conduits for information, education, and cultural expression, connecting remote communities and empowering them in various aspects of their daily lives.

Broadcast media in rural areas, such as community radio stations, often become lifelines for communities by providing access to vital information. Through news bulletins, educational programs, and cultural content, these media outlets keep rural populations informed about local, national, and global issues. In areas

where digital infrastructure is lacking, and internet access is limited, traditional broadcast media often remain the most reachable and reliable sources of information. This accessibility ensures that rural populations stay informed about important developments, from political changes to public health announcements.

Furthermore, broadcast media, including religious stations like Hang FM Radio, play an essential role in the dissemination of cultural and religious knowledge. These media platforms often cater to specific cultural or religious communities, fostering a sense of belonging and identity among listeners. For Hang FM Radio, the mission is to spread the teachings of Islam according to the Quran and the Hadith, providing guidance and education to its audience. Similarly, broadcast media in other rural settings might focus on promoting local languages, traditions, and cultural practices, helping to preserve unique cultural identities in an increasingly globalized world.

Education is another critical area where broadcast media have a significant impact in rural communities (Susilo et al., 2021). Radio, in particular, is a powerful tool for educational outreach, offering instructional content that can reach a wide audience. This is especially important in rural areas where access to formal education may be limited by geographic, economic, or social barriers. Educational radio programs can cover a wide range of topics, from literacy and numeracy skills to health education and vocational training, providing rural populations with opportunities for personal and professional development (Harliantara et al., 2023).

Broadcast media also contribute to social cohesion and community building in rural areas. By providing a platform for local voices and stories, these media outlets encourage dialogue and understanding within communities (Dahiya et al., 2023; Murti, 2020; Shore & McAnany, 1980). They often host interactive programs where listeners can call in to express their views or participate in discussions on various topics. This engagement fosters a sense of community and belonging, helping to address social issues and conflicts. It also allows community members to share their successes and challenges, creating an environment of mutual support and collaboration (Prabowo & Irwansyah, 2018; Winarko & Susilo, 2024; Yasir et al., 2019).

The economic impact of broadcast media in rural areas should not be overlooked. Media outlets often become employers and economic drivers within their communities, creating jobs and stimulating local economies. They also provide a platform for local businesses to advertise their products and services, contributing to economic growth and development. By highlighting local economic initiatives, broadcast media can inspire innovation and entrepreneurial spirit among rural populations.

Despite their importance, broadcast media in rural areas face several challenges. Limited funding, technical expertise, and infrastructure can hinder their operations and reach. In some cases, content restrictions or censorship might limit their ability to operate independently and effectively. Moreover, the shift towards digital media presents both opportunities and challenges, as rural media outlets must adapt to new technologies while continuing to serve their communities' unique needs (Amaliyah & Jatmika, 2023; Azhari et al., 2023; Choirul Saleh et al., 2023).

To maximize the benefits of broadcast media in rural areas, several strategies can be implemented. Increased investment in infrastructure and technical training can enhance the capacity and sustainability of rural media outlets. Policies that support media pluralism and independence are crucial to ensuring that these platforms can operate freely and serve their communities effectively. Collaboration with educational institutions and development organizations can expand the scope and quality of content, making it more relevant and impactful for rural audiences.

Moreover, encouraging community involvement in media production can strengthen the connection between media outlets and their audiences. By involving community members in content creation and decision-making processes, broadcast media can better reflect the needs and perspectives of their listeners. This participatory approach not only enhances the relevance and appeal of media content but also fosters a sense of ownership and commitment to the outlet's success.

Broadcast media play a vital role in supporting and empowering rural communities. These platforms provide essential information, foster cultural identity, enhance access to education, promote social cohesion, and contribute to economic development. As exemplified by Hang FM Radio in Batam, the dedication and commitment of media founders and staff are crucial to overcoming challenges and maximizing the impact of broadcast media in rural settings. By investing in and supporting rural broadcast media, we can ensure that these vital conduits of information and expression continue to serve and uplift communities across the globe.

CONCLUSION

Radio Hang FM has effectively executed the functions of planning, organizing, motivation, and supervision, successfully maintaining its presence as an Islamic preaching radio for 17 years. This longevity can be attributed to the cohesive dedication of its management team, which shares a strong motivation for the afterlife and a collective commitment to the rewards of preaching. The firm leadership of Hang FM's founder has also played a crucial role in guiding and controlling the management of the station, ensuring that its operations align with its core mission and values. However, despite these strengths, a significant challenge remains: a portion of the audience has yet to fully embrace the preaching content broadcasted by the station.

To enhance its sustainability, there are several recommendations for the future of Radio Hang FM. First, the management should distribute tasks, responsibilities, and authority among its staff more evenly to create a more balanced operational structure, rather than relying solely on the charismatic leadership of the founder, which can be unsustainable over time. Additionally, the role of the founder should be regenerated to ensure that Radio Hang FM continues to thrive indefinitely. Lastly, it is essential to strengthen public education and understanding that the Salafi methodology represents the pure teachings of Islam, fostering greater acceptance of the station's content within the community. These steps will help solidify the station's impact and ensure its continued relevance in the years to come.

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