

## **MEDIA MANAGEMENT OF STATE MUSIC RECORDING (CASE STUDY MUSIC RECORDING LOKANANTA SURAKARTA)**

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### **Abstract**

Music recording industry cannot be separated from the role of recorded music company that enliven the market with recorded music products. High public interest toward recorded music has become a major attention drawer for recorded music stakeholders to make a profit. This industry, moreover, is not static, but dynamic. It is closely related to consumer tastes and the development of communication information technology. In other words, we can say that this industry is full of uncertainty. Responding to this situation, recorded music companies should be able to adequately apply the principles and functions of media management. Hence, the recorded music produced can well respond to consumer tastes and meet the development of information and communication technology of the industry.

This study aims to determine the management processes and functions of Surakarta Lokananta recorded music media which is owned by the government. Lokananta is operated under 2 (two) different institutions, namely the Ministry of Information (Deppen) and the General Printing Company of Republic of Indonesia (Perum PNRI). These two different institutions employ different processes and management functions which, in turn, give impacts on the recorded music and condition of Lokananta. Those differences lie on the applied governance regulations, processes and management's functions, quality and quantity of financial, recorded music, technology, and human resources.

**Keywords: Media Management, Music Recording, Company Resources, State Music Recording Company.**

### **1. Introduction**

The music industry during the reign of President Sukarno faced limitations and difficult to develop. The President speech in the event of Independence Day of Republic of Indonesia (HUT RI) seemed to reinforce restrictions on the development of the music industry. Speech titled "Rediscovering Our Revolution" on August 17, 1959, stated that the Indonesian government protect the Indonesian culture from foreign influences by developing a national culture.

After Sukarno era ends, the music industry in Indonesia began to grow. Many found a music created and sold in physical or digital form. Music became the main content in radio and television broadcasts. Music concerts held throughout

Indonesia region with great public enthusiasm. The fact that the music industry can be used to make a profit in large quantities. In addition, a recording, merchandising, sponsorships, commercial endorsements, ring back tone (dial tone), a video clip is a business area that is created from the results of recorded music.

Music as one of the creative industries make a business institutions engaged in it should follow developments. The development includes not only music tastes vary from time to time, but also related to the advancement of information and communication technology. In the realm of media management, creative industries have advantages compared with other industries. Institutions engaged in it can innovate and be creative to attract the audience or consumers.

Creative industries demanding a intense competition. Like the law of the jungle, who is the strongest one who mastered, if not then prepared to disappear or die. Intense competition impact on the management of media institutions. Mandatory to improve, adapt, finding initiatives or new ways to attract audiences or consumers in competition with other institutions. Consumer or audience to access or consume media products, it will impact on the profit gained. Basically profit is the main source of media institutions to carry out the activity of producing media. Ideally, all of the factors incorporated in an organization that produces media, must work together, hand in hand with each other for the course of the life of the media organization concerned.

Lokananta, state music recording company has a fascinating history. At its inception, Lokananta status as vinyl's company with the administrative department directly under the central office RRI Jakarta. Lokananta charge of vinyl's production to serving radio broadcast transcriptions for RRI and not sold to the public. Lokananta status change as the government decided that Lokananta can sell his records production. The decision in response to the public interest in the broadcast content produced by Lokananta RRI.

As a state-owned company, Lokananta experienced two shade is under the auspices of the Ministry of Information (Deppen) and General Printing Company of the Republic of Indonesia (Perum PNRI). During the shade Deppen, Lokananta listed as as one of the Indonesian music industry pioneer and never master the Indonesian music industry in the decade of 70-80s. Under the auspices Deppen is not necessarily Lokananta praise from many quarters. Applied management is not

ideal for the management of a company engaged in the music recording industry in view of the existence and role of the state to intervene in the company is very strong.

Deppen shade era ended along with the collapse of the Orde Baru regime. Transitional period starting from 1998 to 2001 make Lokananta are in a uncertain situation. In 2001, the clarity is beginning to look as liquidation and privatization of state-owned institutions, not least the institution under the Deppen, one of which is Lokananta. Lokananta liquidation process cause Lokananta move shade to Perum PNRI. Displacement shade makes Lokananta should start arrange company. Being in a new environment that does not mean Lokananta become a better company when compared with the shade Deppen.

Situation Lokananta well in Deppen and Perum PNRI, seeming to be a question whether the situation created by the disfunction of management or external pressures such as musical tastes of society, the development of information and communications technology, and the entertainment industry in Indonesia are concentrated in Jakarta. On the other hand, as a state-owned company, is not only a reflection of the condition Lokananta seen from the internal side of the company, but also from the external side where the role and state meddling in the company is very strong.

This study will describe in depth by taking the focus of media management Lokananta recording music in 1996-2012, a period in which Lokananta still in the Ministry of Information and Perum PNRI.

From the background, the subject matter of research can be formulated as follows: how to record music media management implemented in the state-owned record companies state Lokananta shade era Deppen and Perum PNRI in 1996-2012?.

## **2. Literature Review**

### **2.1. Music recording as the media**

Music recording studio is an organization that produces a message in the form of music. According to De Fleur & Dennis: music, news, and advertising are the main industries that produce content (content) to the mass media<sup>1</sup>. Mc Quail

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<sup>1</sup> Abdul Firman Ashaf. *Tema-Tema Dominan dalam Musik Populer Indonesia* (Bandung, 2003), p. 288.

stated that one of the mass media is through music. Relatively few attention given to music as a mass media in theory and research. Perhaps due to the impact of music on society is not clear, as well as the cessation of the possibilities offered no successor to the recording and reproduction technology deployment<sup>2</sup>.

According Shuker, the characteristics of the mass media are involved in the production of large-scale economic units are great for mass purposes, and there is a market segmentation. The media refer to the field of print, aural, and visual communication that is produced on a large scale. Press, publishing, radio, television, film, video, recording industry, and telecommunications is a form of media that has been produced and disseminated<sup>3</sup>.

In addition to a media content, music can also be seen as institutional. Music as a major commodity in the recording industry is considered as a mass communication that has the same characteristics and functions of the other mass institutions<sup>4</sup>. Currently, the recording industry has a role in everyday human life. Most of the modern human life by enjoying the results of industrial production recording. Music which became the main content studio and recording industry in human life at this time can further be understood that the recording industry can function as mass media. The main activities of the recording industry is producing and distributing media content to audiences that are widespread. Where in the distribution process using technological advances. In this case, Hull argues;

*Popular music, the primary content of the recording media, can be partially understood as communication and the recording industry as a mass medium. The main activity of the recording industry is the production and distribution of symbolic content to widely dispersed heterogeneous audiences. It uses several technologies to do this, including digital recording and reproduction, analog recording and reproduction, video recording and reproduction, and the Internet<sup>5</sup>.*

Recording music recording industry as the product does not have a time limit as well as the use of other media products that knows no time limit. Recorded music media content can be consumed repeatedly and even increasingly valuable as bring added value<sup>6</sup>.

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<sup>2</sup> Denis McQuail, *Teori Komunikasi Massa* (Jakarta, 2011), p. 41.

<sup>3</sup> Roy Shuker, *Understanding Popular Music* (London, 2001). p. 3

<sup>4</sup> Ashaf. *Op. cit.* p. 288.

<sup>5</sup> Geoffrey P. Hull, *The Recording Industry; Second Edition*. (New York & London, 2004), p. 544.

<sup>6</sup> Rahayu., "Ekonomi dan Manajemen Media : Perkembangan Kajian, Otokritik dan Eksplorasi Terhadap Isu Lokalitas," *Potret Manajemen Media di Indonesia*, ed. Amir Efendi Siregar, dkk. (Yogyakarta, 2010), p. 45.

## 2.2. Lokananta as a state company

Research media management in general discusses the internal factors and external factors tend to override the company engaged in the field of media. Media management research should also look at the shape of media ownership affects the operations of a company. In Lokananta music record companies, external factors and forms of ownership is a powerful factor affecting the life of the company.

Can be known forms of media ownership consists of three kinds of forms. First, a non-for-profit media organization. Media in the form of ownership organized on the basis of the interests of the non-profit by a group or community. As an example of media ownership of non-for-profit media organization is community radio, zines, e-zine, etc. Workers in this medium is relatively more free and freely articulate their ideas. Second, media organizations owned by the state or public (public/state owned media Organizations). Models like this media ownership includes state control in an important position. Media management in possession of such a model is to position the state as the party making the media as a tool of ideology and hegemony growers. Third, media organizations owned by private (privately owned media Organizations). This model indicates that the media is privately owned and controlled by individuals, families, shareholders and the holding company<sup>7</sup>.

As a media company, Lokananta is a company owned by the state (public / state owned media Organizations). At the beginning, Lokananta are service companies that are in the shade Deppen and has the task to supply broadcast aims to instill a sense of responsibility and patriotism of the people of Indonesia to continue to rekindle the spirit of the struggle for independence. In addition, Deppen also a duty to communicate to the public policy of the government<sup>8</sup>.

In the Orde Baru, the state has a strong role to the sustainability and management applied to the company shade Deppen. That role is not only found in the process of funding, capital, and human resources. But also use the company as a government mouthpiece Deppen shade in reducing turbulence and propaganda tool ensuring that ruling.

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<sup>7</sup> Eoin Devereux., "Understanding The Media," *Potret Manajemen Media di Indonesia*, ed. Amir Efendi Siregar, dkk. (Yogyakarta, 2010), p. 186-187.

<sup>8</sup> Sejarah Singkat Departemen Penerangan. p. 4

There are three forms of state-owned enterprises under the Deppen Orde Baru, namely; 1. Perum PNRI, 2. PN. Lokananta, and 3. Public Corporation and the State Film Production (PFN). The company's operations in general duty to supply broadcast broadcasters owned by the Government. Housing supply PFN broadcast Televisi Republik Indonesia (TVRI) and PN. Lokananta that supply RRI. Only Perum PNRI were impressed not supply any agency's programming.

The Deppen era stop with the end of the Orde Baru regime that is characterized by the cessation of the 2nd President of the Republic of Indonesia, Suharto. BUMN under the auspices Deppen in transition and privatization in full. The transition period is a period of uncertainty for a state company. Various problems, especially problems plagued the company management. At this time, several state companies undergoing a process of liquidation and change the shade.

Post-reform, the state company established under the auspices of the Ministry of State-Owned Company. At this time the state interference is not as strong as compared to the period of the Orde Baru regime. State company operate like private companies in general that has the main purpose of seeking profits.

### **2.3. Media Management of Music Recording**

Media management is a science that studies how media management with the principles and the whole process of management is done. Studied media management media as commercial industrial and social, as well as commercial institutions and the media as a social institution. Media management study of the complete media ranging from the characteristics, position, role in the environmental, economic system, social, political, and technological developments that affect and should be anticipated. Media management also studied media management covering aspects of philosophical, methodological and practical, both as a commercial and social institutions. Position and limit media management in communication science can be seen that the media management is part of the management of communication and part of media studies. Meanwhile, communication management is derived from the science of communication<sup>9</sup>.

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<sup>9</sup> Amir Effendi Siregar, "Kajian dan Posisi Manajemen Media Serta Peta Media di Indonesia," *Potret Manajemen Media di Indonesia* (Yogyakarta, 2010), p. 5

According to Kung in Rahayu, discusses media management strategy to manage the media business media company<sup>10</sup>. Media management examines a number of issues related to the functions of management, leadership, content production, marketing, human resources, technology, and organizational culture<sup>11</sup>. Meanwhile, media management is also synonymous with uncertainty. It was influenced by changes in the regulatory, economic depression, the system of capital, technological developments, the rise in demand and public awareness, limited human resources quality, as well as a shift in consumer interest media<sup>12</sup>. Management functions according to Robbins and Coulter can be seen through the 4 (four) types, namely: planning, organizing, leading, and controlling<sup>13</sup>.

### **3. Concept Framework**

As has been described in terms of the theory above, Lokananta a state-owned recorded music company experiencing two different shade, Deppen and Perum PNRI. The shade differences also impact on the process and media management functions performed on recorded music owned. Researchers will describe the process and recording music media management functions Lokananta at shade Deppen and Perum PNRI. This research will take time periodicity between years 1998-2012. The time periodization can describe the processes and functions of media management in the era of recorded music Lokananta Deppen shade and Perum PNRI.

## **4. Research Methods**

### **4.1. Research Design**

Research on this Lokananta music record companies will describe music recording media management occurs within the period of 1996-2012. According to researchers, in the time span can describe the music recording media management Lokananta good shade during Deppen and Perum PNRI. This study will describe

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<sup>10</sup> Lucy Kung, "Strategic Management in The Media: From Theory to Practice," *Kajian dan Posisi Manajemen Media Serta Peta Media di Indonesia*, ed. Amir Efendi Siregar (Yogyakarta, 2010), p. 35

<sup>11</sup> Rahayu, *Op.Cit.*, p. 35.

<sup>12</sup> Rahayu, "Manajemen Media Massa," *Potret Manajemen Media Indonesia*, ed. Amir Effendi Siregar (Yogyakarta,2010), p. vii

<sup>13</sup> Stephen P. Robbins, Mary Coulter, *Management. Eleventh Edition* (New Jersey, 2012), p. 9.

Lokananta more shade during Perum PNRI compared with Deppen. This is related to the periodization of the selected time as well as data obtained by researchers. Deppen shade in this study only lasted for 2 years (1996-1998), the transition period (1998-2004), and Perum PNRI in 2004-2012.

This study used a qualitative research method. Qualitative method is a method of research where the researcher plays an important role in the study. The data obtained is determined by the relationship with the researchers studied sources. Researchers in this case, must master the theory and research tool in accordance with the phenomenon under study, researchers also need to know about the informant who will be the guest speaker. Therefore, researchers will engage directly to interact with the source.

Research using case studies not only directed or focused on the main object, but also need to know the phenomena that occur around the scope of the main object of study, with the explanation that this research can answer the question in accordance with the formulation of the problem.

#### **4.2 Data Collection**

The data obtained for the case study can be obtained from the documentation, interviews, and observations. Researchers will collect data using the three techniques of data collection.

##### **(a) Documentation**

Researchers find data or information as a reference and benchmark research. Data obtained from the archives of data Lokananta record company. References obtained from books, the internet, documents, magazines, newspapers, and journals related to study the phenomenon.

##### **Interview**

(b) Researchers face to face with the informant and ask questions so that researchers can study the response directly from informants, informants to be interviewed key informants and informants are supporting. Data collection techniques with interviews expected to obtain valid data.

##### **(c) Observation**

This activity is carried out by directly observing the state of the object of research in the field, namely in the recorded music company Lokananta. Observations made by looking at the process of production and multiplication of recorded music performed in Lokananta, record collection owned by



Lokananta, Lokananta music recording studios, as well as the activities of the employees work Lokananta.

(d) Literature Review

This research requires a wide range of data and theories from various libraries. Therefore researchers library research techniques to collect complete data and theories related to the research.

#### 4.3 Informant

Informants involved in this research object includes informant ever and active in music recording company Lokananta. Informants from Lokananta is the head (key informants) as development policy makers, namely early retirement Haryadi and Ruktiningsih as head during the auspices of Perum PNRI, and Robert Walidi who had served on the board of directors during the auspices of the Ministry of Information. Moreover, I also gather information from the employee record companies Lokananta that Titik Sugiyarti who served as marketing coordinator Lokananta, Bembi who served as production coordinator, Rumbay Rahmawati who served on the finance and HR Lokananta.

#### 4.4 Research Location

The process of interviews, observation, and documentation conducted by researchers at the company recorded music Lokananta Surakarta located on Ahmad Yani Street, 379, Surakarta, former Head Lokananta at Ngaglik Sleman, and former Director Lokananta Deppen era in Banyuwanyar Surakarta.

#### 4.5 Data Analysis Techniques

According to Robert K. Yin, in the case studies there are 5 (five) techniques to analyze: pattern matching, explanation building, time-series analysis, logic models, and cross-case synthesis<sup>14</sup>. This study will use the technique of time-series analysis, where researchers here will collect information and data on changes in the symptoms of the research object.

This study will be analyzed by the data analysis component according to Miles and Huberman, which consists of:

(a) Data reduction

Potential of the data is simplified in an anticipatory mechanism. This is done when the researchers determined the conceptual framework (conceptual

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<sup>14</sup> Robert K. Yin, *Case study research: design and methods*, (Beverly hills, 2003), p. 2.

framework), research questions, cases, and research instruments were used. If the results of field notes, interviews, records, and other data becomes available, the next stage is perangkuman data selection (data summary), coding (coding), formulate themes, grouping (clustering) and the presentation of the story in writing.

(b) Data display

Solid constructs structured information that enables conclusions and implementation of action. Presentation of data is the second part of the analysis phase. It is necessary to examine the data reduction process as the basis of meaning. A more focused presentation of data covering a structured summary (structured summaries) and synopsis<sup>15</sup>.

(c) Verification

Check the biases of the most common and the most vague that can enter into the decision-making processes<sup>16</sup>. This process is carried out during the study, since the beginning of the study, data collection and preparation of the research process.

## 5. Result Research

Lokananta, as a state-owned recorded music company has been established since 1956 and is one of the pioneers of Indonesian music industry. Lokananta experienced a heyday in the Indonesian music recording industry in the decade of 70-80s. Music Lokananta produced not only to nurture and develop the company in order to contribute to the state, but also serves as a medium to disseminate, preserve and develop the arts and culture of the nation.

Lokananta been in 2 different shade, namely Deppen and Perum PNRI. Being in 2 different shade, different recording music media management is applied. Media management application also impact on Lokananta recorded music. Media management music recording Lokananta on Deppen and PNRI shade era in 1996-2012 can be described and summarized as follows:

a. Lokananta on the Deppen era

1) Planning:

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<sup>15</sup> Lincoln YS, Denzin NK, *Handbook of Qualitative Research*, (Yogyakarta, 2009), p. 592.

<sup>16</sup> *Ibid*, p. 604.

The planning process begins with the external and internal analysis, identifying the vision, mission, and goals of the organization, formulate strategies, implementing strategies, and evaluate.

(a) External and internal analysis

Lokananta the auspices era Deppen have the power (strength): absence of government support, human resources who are competent in their field. Weakness (Weakness): Collection monotonous song and becoming obsolete community, civil servant status employees are synonymous with comfort, business behavioral monotonous, and too dependent on the government. Opportunity (opportunity); a collection of songs that are owned, big names attached, and threats (threats): technological developments in the music recording industry, the music recording industry, based in Jakarta, changes in interest and taste in music community, and piracy. SWOT mapping stretcher and then analyzed by the method of TOWS the results are as follows:

- SO (Strength-Opportunity): Sells a collection of songs with a different arrangement, producing a new album according to public taste.
- WO (Weakness-Opportunity): Adapt quickly to the pattern of the recorded music industry business in Indonesia, give direction, to change the mindset, and the pattern of work of employees, producing a collection of songs with different arrangements, as well as producing songs that suit the tastes of the public, and changing the corporate culture feudal and bureaucratic.
- ST (Strengths-Threats): Updating the fixtures and fittings in accordance with the latest development of the music recording industry, the company has branches in Jakarta, producing albums and songs to suit the musical tastes of the public.
- WT (Weakness-Threats): Adapt quickly to the pattern of the recorded music industry business in Indonesia, as well as to fix the company's internal problems

(b) Identifying the vision, mission, and goals of the organization

Vision organization Lokananta era Deppen shade that is as State Owned Enterprises State or reliable company in the implementation of its business activities. Lokananta during Deppen has two missions at once, namely:

seeking profits and role in making national life through the tape produced. Lokananta goal during Deppen shade is supporting the government to prioritize the needs of the people, and create a company that brings pleasure for employees. Vision, mission, and goals during Deppen Lokananta Lighting has two major lines namely; provide good service to the public and foster benefit to the country with the status of state enterprises.

(c) Formulate strategies

Lokananta on future strategy is to develop Lokananta Deppen shade in order to have a subsidiary company engaged in various fields of inter-related. Lokananta Publishing, Production, Disc, Information, Promotion, Marketing, and various other business related.

(d) Implementing Strategy

Lokananta very strong external factors affecting the company's life. The end of the Orde Baru regime also stop the implementation of the strategy that has been planned. In addition, the internal condition Lokananta also not supported to implement the strategy. Various improvements to the weaknesses Lokananta be done, such as a collection of songs that are tedious and becoming obsolete community, civil employees are synonymous with comfort, Business behavioral company monotonous, and a strong dependence on the government to make the company Lokananta recorded music is difficult to implement strategies

(e) Evaluating Results

Any process that has been launched in the era Deppen halted because of external factors are so strong. Dependence on the state Lokananta proven at this time. The end of the Orde Baru and the transfer of employees to those of their parents are civil servants, marking the end of the planning that has been planned Lokananta era Deppen shade. Moreover need a thorough revamping internal Lokananta as indicated on the internal and external analysis is useful for goodness Lokananta future.

2) Organizing

Organizing process consists of making the organizational structure, work spatialization, departmentalization, chain of command, span of control, and the concept of decision-making, and implementation of labor standards.

Lokananta during the era of shade Deppen make organizational structure in accordance with the number of workers and their expertise. Organizational structure in this era, consists of several levels, where the managing director in charge of 2 deputy director in charge of the head part and staff. Spatialization apply to work of this era still adhered to traditional organization. Ideally, in a record company has five departments that have their respective functions. In Lokananta. There are only three departments, namely the Department of A & R, Business Affairs, and Sales. The chain of command is applied to this era is the online authority, which subordinates accountable to his immediate superior in accordance with the organizational structure. Decision making in this era embraced the concept of centralization, in which the chief executive is entitled to make decisions directly. Although there are details of the job description should be done each employee, but the standard work on this era low.

### 3) Leading

Leaders in this era motivate employees by way of production services division of bonus to employees, as well as the holding of recreation. Communication is also applied at the beginning clearly linked to what would be obtained if the employee is unable to meet the targets and complete the work. Improving the quality of employees is done with the training of employees. The existence of personal influence also affects the performance of the employee, in this era of personal influence which resulted in employees reluctant to leader is create from organizational structure that consists of several levels.

### 4) Controlling

Lokananta the auspices era Deppen monitoring the performance of employees by conducting weekly assessments, work discipline and targets in carrying out the work.

### 5) Company Resources

- (a) Human resources: Lokananta at this time have 2 types of employment status, ie civil servants and permanent employees employed in Lokananta. Civil servants coming from the civil servants appointed from Deppen and RRI.
- (b) Technology resources: Technology Lokananta records in the possession of this era in accordance with the standards of the music recording industry.

(c) Funds resources: Operating costs and initial capital of the company is derived from the government.

(d) Recorded music resources: 4000 Has a master collection of songs recorded of which 60% in the form of art products, 20% of the songs of struggle, and 10% other songs.

Lokananta the auspices era Deppen have supporting resources to compete in the Indonesian music recording industry. However, the process of recording music media management applied in this era of less than the maximum. Identify the process of planning, organizing, leading, and supervision applied to shade Deppen summarized in the points above.

External and internal factors have a strong influence on Lokananta. Viewing of external factors, political conditions and dependence on government in terms of resources is the key not maximal Lokananta in competing in the Indonesian music recording industry. In the context of financial resources, operational costs and initial capital Lokananta in this era of relying on the government, but the results of operations or income does not reflect the success or expected results. Lokananta also very dependent on the political conditions that hit the country. The fall of the order of impact on the whole range of government departments including Deppen being of shelter Lokananta. Liquidation that hit lows Lokananta a point in the history of the company.

Judging from the internal side of the company. Human resources as the key to reduced performance of Lokananta. Various training, supervision, salary, and the evaluation does not guarantee good performance of the employees Lokananta. Feudal culture corporate culture, bureaucratic, as well as behavioral monotonous business can not compensate perkembangan Indonesian music industry that is fast, dynamic, creative, and innovative.

#### b. Lokananta on the Perum PNRI era

##### 1) Planning:

The planning process begins with the external and internal analysis, identifying the vision, mission, and goals of the organization, formulate strategies, implementating strategies, and evaluate.

##### (a) External and internal analysis

Lokananta the auspices of Perum PNRI era did not have the strength (strength). Weakness (Weakness): The lack of support from their parent institutions Perum PNRI and Human Resources are less Competent field. Opportunity (opportunity); a collection of songs that are owned, big names attached, and a good quality recording studio and melegenda. Ancaman (threats): technological developments in the music recording industry and changes in the public interest. SWOT mapping stretcher and then analyzed by the method of TWOS the results are as follows:

- SO (Strength-Opportunity): Sells a collection of songs with different arrangements, promoting Lokananta back to the audience, and sell a collection of songs recorded with the new system utilizing ICT perkembangan.
- WO (Weakness-Opportunity): Provide training to employees according to the field and asked for contributions to the parent institution Lokananta
- ST (Strengths-Threats): Updating the fixtures and fittings in accordance with the latest industry developments music recording and producing albums and songs to suit the musical tastes of the public.
- WT (Weakness-Threats): Adapting to the business model of the music recording industry in Indonesia, as well as to fix the company's internal problems

(b) Identifying the vision, mission, and goals of the organization

Vision of the future organization Lokananta shade Perum PNRI is a State Owned Enterprise or Corporate State reliable in the implementation of its business activities. Mission Lokananta in this era is becoming BUMN to collect profit through its business activities. While the goal is to support the government Lokananta through its business activities. It can be deduced that Lokananta shade during Perum PNRI has the vision, mission, and goals to foster income through business activities.

(c) Formulate strategies

In the era of Perum PNRI shade, Lokananta have a strategy that consists of short-term, medium term and long term. The strategy is as follows:

- Short Term: Trying to bounce back Lokananta name ever victorious during the auspices of the Ministry of Information and hope people can

enjoy the fruits of production music recordings made in the studio Lokananta. In addition, short-term program is an inventory Lokananta Lokananta song collection that is not maintained due to the liquidation process.

- Medium-term: the medium-term program, among others, invite cooperation with local governments, Designing old songs, following the trend of music into the public taste, and making music library.
- Long Term: complete cassette duplication machines to facilitate the implementation process in the music recording studio Lokananta. In addition, other programs that apply to the government, in order to be the center Lokananta documentation and numbering each new song with a number of Indonesia (Indonesian-ISMN Standard Music Numbering).

(d) Implementating Strategies

At this time, only a short-term program that can only be implemented though not maximized. Short-term program that has been done is to digitize Lokananta collection of vynils to digital form until today has reached 95% and choose the songs of struggle that can and deserves to be re-arranged and used as a commodity sales Lokananta. As for the medium-term program and no long-term program that can be implemented.

(e) Evaluating Results

Not maximum medium-term program implementation and long-term programs is caused by frequent alternation of leadership. From liquidation process until now, recorded Lokananta change leadership for 4 (four) times. Change of leadership impact on the policies established and sustainability implementation plan predetermined.

2) Organizing

Organizing process consists of making the organizational structure, work spatialization, departmentalization, chain of command, span of control, and the concept of decision-making, and implementation of labor standards.

Lokananta the auspices era Perum PNRI create an organizational structure by adjusting the number of workers and their expertise. Although the expertise of employees who are not held as expected. Organizational



structure in this era only consists of 2 levels, which directly oversees the chief coordinator of field and staff. Spatialization apply to work of this era still adhered to traditional organization and try to lead to a new organization. Ideally, in a record company has five departments that have their respective functions. In Lokananta. There are only two departments, namely the Department of Business Affairs and Sales. The chain of command is applied to this era is the authority staff, which subordinates accountable to his immediate superior. Decision making in this era embraced the concept of centralization. In certain circumstances, Lokananta in this era also apply the concept of decentralization. Labor standards applied in this era of low.

### 3) Leading

Not all leaders in this era motivate their employees well. Leaders motivate employees with a personalized approach, not with the bonus for each employee given Lokananta conditions of deprivation. Personal approach is done to keep the spirit of working for the sake of making Lokananta become more advanced. Motivation raises the love and loyalty of the employees to the leaders, and also to the company. Communication is done also not related to income, but communication from leadership to employees on the company's performance. Improving the quality of employees in this era can not be done because there is no budget or plan for such activities. Personal influence in this era created by the proximity of the leadership to employees, not because levels in an organization structure.

### 4) Controlling

Lokananta the shade era Perum PNRI not monitoring the performance of employees. The absence of job evaluation because human resources are mostly already entered a period that is not productive. So it becomes a dilemma when applying managerial action against an employee who is not productive. Weak supervision on employee performance standards and achievements made Lokananta work fairly low.

### 5) Company Resources

(a) Human resources: Employee Lokananta shade era Perum PNRI is honorary employees who worked during the Depppen shade. Most of the employees had entered a period of unproductive and does not have expertise in the field of work.

- (b) Technology resources: Technology recording owned by Lokananta mostly relics of the past Deppen
- (c) Funds resources: Operating Costs and the initial capital of the company comes from the government. In fact, Lokananta should find themselves even with the business as well as in the field of recorded music, such as the leasing of land owned.
- (d) Recorded music resources: master recordings owned by Lokananta at this time amounted to five thousand several hundred masters, the masters 3000 are still being produced for sale. Among 3000's the master, there are 298 series preferred to be produced and sold.

Lokananta the auspices era Perum PNRI has limited resources to compete in the Indonesian music recording industry. The limitations of a factor why Lokananta difficult to compete with other companies. Identification of recorded music management process which includes planning, organizing, leading, and control is applied to the shade of Perum PNRI summarized in the points above.

In this era, the internal factors have a stronger effect than external factors. Viewing of external factors, the development of information technology in the world record, as well as people's tastes should be adapted and followed by Lokananta. If not, it will be left behind by other competitors as happened at this time. Viewing from internal factors, factors of human resources is the key why Lokananta behind compared with other competitors. The number of employees who are entering a period of unproductive as Lokananta difficult to catch up. In this era Lokananta got a lot of support from both the musicians and the audience of people concerned about Lokananta. However, it seemed futile when the human resources that exist therein do not respond to such support.

Planned media management process is also not reap the results when the change of leadership followed by the change of policy. Of some program which is; program short, medium, and long, only a short-term program that achieved by Lokananta.

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