Television: Implementation of Organizational Perspective and Establishment of The Culture of Technology (See Possibility of Post-Human Era In The Media Industry) (Evaluative Research on Netmediatama Televisi (Net.))

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Abstract
The birth of NET. in the era of digitalization technology industry is something that feels very just right. How NET. as one of Indonesian private television companies, applying new technology for the purpose of becoming the best television in Indonesia and embracing the new wave of the Millennium & Z generation formed a new organizational culture for the world of television. Using evaluative research, this article will discuss the culture that is formed with the existence of new technology and employment by using technology of organization perspective the culture of technology. And see whether there is a possibility of the television industry entering the post-human era.

Keywords: Television, Technology, Organization, Post-human, Media Industry

Introduction
Indonesia has 15 public television stations that broadcast nationally, the majority of the content is entertainment program. If noticed since the emergence of the first private television station in Indonesia that is RCTI where the contents of the show is not only about government, Indonesia is then colored by the emergence of other television stations such as SCTV, MNC, Indosiar, TVONE, METRO TV etc. But in its development, television content seemed to stagnate on the proliferation of drama series or better known as "sinetron" and dangdut music program, be it the genre of variety show or talent search. Parallel with the development of political competition that is evident in the broadcast of news programs on several television stations. Television seems to have become a means to deliver and serve the interests of several parties. Aware of the
massive media effect to the public, it is no wonder that there are some people who are competing to build the media giant kingdom that is currently developing in Indonesia. According to Dan Laughey (2009) in his book “Media Studies Theories and Approaches”,

“the media are often deemed to influence how people think and feel, although if you ask somebody, they are unlikely to confess to being influenced by what they watch, read, or hear. in response to accusations of unheathy effects, media providers of one sort or another claim they are merely giving people what they want, serving public interest, catering to popular taste, holding up a mirror to society and so on.”

Media that we are talking about here are not just main media such as television, newspapers, and radio. But with the development of the times and technology, the media today also go into the digital realm, which if observed has the same effect as the main media, even today is very large. Digitalization enables the convergence of production, distribution and acceptance, especially providing a viable alternative to not only "traditional" television viewing, but also what we consider to be television programs. Of course, television is not just about entertainment - the presentation emphasizes the changing demands and results in the television newsroom, the shift in advertising models, and the various dimensions of television work, such as the legal restrictions on reality television participants. Things that emphasize technology, talk more about television as content and storytelling. Content can be king, but the theme of technological convergence, ambivalent television platforms, and decreased costs in production and distribution of technology support the argument that television in the end is about stories and shared experiences (Bratslavsky&Wasko 2012).

In this paper I will discuss about NET. as a new phenomenon in Indonesian media industry especially television media. NET. as one of the free-to-air national television that aired in Indonesia becomes an interesting thing to be studied, because NET. is a television that dares to bring different content amid uniformity of other types of television content and the first Indonesian television that is integrated with digital activities.

The existence of NET. in the television industry becomes important to be studied because if this is successfully done by the television media and accepted by the public then it will change the trend of television industry that is developing at this time. Where television is only used to display everything that "seemed" to entertain the community because it is considered in accordance with the wishes of many audiences, regardless of the value or impact that can be caused. As the name implies, NET. which has an extension of "News Entertainment Television", a NET news show. must entertain, and vice versa, NET entertainment shows. must contain facts, not rumors or gossip. It also refers to the NET vision conveyed through NET founder AgusLasmono ‘s video speech when Launching NET,
"Starting from imagination and vision becomes a belief. The conviction that moves us to move us in building a creation with a positive purpose, upholding noble values, and perfected with technology and creativity. Over time and development showing the greatness and growth of the nation, creating work opportunities to realize dreams that were unimaginable before. We present present a work of the nation, for Indonesia."

With all the vision and programs generated by media actors in it, NET. "as if" want to break the grip of an existing television show. In addition to the awareness that television has a responsibility to society because it uses the frequency of public property, also aware of the era of the industry it is entering, so aggressively trying to bring this digital transformation in the hope of new opportunities. As the CEO of NET Wishnutamasaid at the NET. 2ndanniversary celebration,

"Especially in the era of digitalization as it is today, very open new opportunities in the media industry today. We are well aware of our responsibilities as a medium that also uses public frequency, has a huge responsibility more than just providing entertainment and information. So, content that is more quality, balanced, impartial, meaningful, inspiring and even encouraging the future better, becomes our vision."

To realize all the existing vision, many elements must be developed and created by NET. These include the readiness of labor and technology to create programs of high value and relevant to the community. These workers are not only those with good skills but have new paradigms and insights. The proliferation of the workforces of millennials and Z generations has of course changed all forms of culture within the organization that have a direct impact on changes in television content. The demands of understanding and mastery of increasingly sophisticated technology is also a factor that is required NET. to continue to be relevant to the times

Therefore, this article will discuss how the NET. Organization embracing the young generation of labor and applying new technologies to create a culture within the organizational body. Of course, researchers will look at it from the perspective of technological organizations. And when talking about technology means researchers will see it also from cultural factors contained in it.

Literature Review
Organization Technology Perspective

involves the meaning of achieving something - the desired outcome, goal, or output, usually conceptualized as a product or service. From the perspective technology typically defined in terms of its:

a. Physical objects or artifacts including products and the tools and equipment used in their production
b. Activities or processes that comprise the methods of productions
c. Knowledge needed to develop and apply tools, equipment, and methods to produce some results (the knowledge refers to know-how)

A core technology is the most important technology that can differentiate the technological level of an organization in producing goods and services for its environment. The requirement of core technology can be confusing because, although the activities involved are always solved by one organizational department, the same technology used in organizational level analysis to represent the technology of the whole organization, confusion can only be avoided if we are careful in declaring what level and focus we in the analysis, if we find this necessary to explain what is going on in some core technology.

In modern organizational theory research on technology is focused primarily on the variety of technologies used and the importance of these variations in order to find a better way of organizing. Typology of the three theories of organizational influence: Joan Woodward, James Thompson, and Charles Perrow. Woodward typology is not suitable if used to analyze the technology that occurs in NET. because this typology is limited in two ways. That is the main research examining small and medium-scale organizations, and the relationships found between technology and the performance of connected structures prove to be less significant when used in larger and more complex organizations.

Thompson typology can be easily visualized in two-dimensional conditions: (1) standard input and output versus (2) standard change processes. Four types of alternatives in organizational technology: (1) standardize inputs/outputs with the standardized change process described by long-linked technology, (2) unstandardized inputs with the standardized change process described by long-linked technology, (3) unstandardized/unstandardized inputs/outputs with unidirectional/unstandardized change processes depicted in long-linked technology, (4) standardization of inputs/outputs with unidirectional/unstandardized change processes described by long-linked technology. The fourth alternative-standardization of inputs/outputs with unidirectional/unstandardized change processes depicted in long-linked technology - represents an interesting case. The absence of a type of technology to match the category may be due to a huge inefficiency.

Routine technology is characterized by low task variability and high duty analysis. The craft technology describes the conditions of low duty variability and low duty analysis. Engineering technology emerges where high task variability and high task
analysis are found. Perrow characterizes technology with high task variability and low duty analysis as a non-routine technology.

The view of social construction according to Hatch (1997) is the belief that social and technology are interconnected with one another. So "both social groups and technologies are united in planning a concept, technically, and resources together in the relevant technology frames. From this view, the effects of cultural norms, social relationships, and the power of knowledge on design and production practices are seen as the formation of products according to their social and technological lives.

While the postmodern critical view realizes that non-managerial employees are "not" powerless, they can exert control through sabotage, not responsive, and even joking. However, critics emphasize the relationship between most of the technological theories and management interests and thus contribute to postmodern discussion of silence and sound. Based on this perspective, technology is at the root of radical change in society.

The Culture of Technology

According to Pacey (2000), the term technology is sometimes used by people in a limited sense and sometimes in a broad sense. In his book "The Culture of Technology", Pacey rectify the notion that technology is limited to machines, techniques, electronics, and other things that are scientific. According to Pacey, technology has three aspects: organizational aspects, technical aspects, and cultural aspects. Organizational aspects relate to economic and industrial activities, professionals such as designers, technicians, engineers, public policy and regulatory regulations, users and consumers, and trade unions. Technical aspects relate to knowledge, skills and techniques, as well as tools and machinery, including liveware because the technology deals with organisms. Cultural aspects relate to ideology, goals, values, codes of conduct, beliefs in progress, awareness, and creativity. Thus, Pacey defines technological practice as the application of scientific and other knowledge to practical tasks with an orderly system involving people and organizations, living beings and machines.

When we perceive technology, we should look at it from a broad perspective using these three aspects. In addition, we also get enlightenment that technology is said to be culturally neutral when viewed from a technical standpoint and the working principle of technology that technology is present in the form of a value-free tool in the sense can be used to support various communities. We should no longer see technology as mere machinery, engineering, or knowledge, but it also involves the characteristic pattern of the organization that shapes, manages, and places the technology in use, and considers the values that accompany that technology in its use in life.

Pacey (2000) tries to reveal the underlying things behind the technological presence. According to Pacey the main part of the technological culture is political power. But those who have the power to run this technology can do so because they can
dig deeper into values related to what is called the technological imperative and the basic creativity that allows innovation to occur.

**Research Methodology**

This article uses an evaluative research method that addresses the big picture issues of evaluation’s role in society and the history of the profession that got us to where we are today. Process Evaluation The second stage in Patton’s (2002) continuum described in the section on impact/outcomes assessment was processes or activities. “A focus on process involves looking at how something happens rather than or in addition to examining outputs and outcomes” (p. 159). “Process data permit judgments about the extent to which the program or organization is operating the way it is supposed to be operating, revealing areas in which relationships can be improved as well as highlighting strengths of the program that should be preserved” (Patton, 2002, p. 160). Process evaluation focuses on “How an implementation technology and managing millennials and Z generation forms a culture in NET.”. It “is the most frequent form of program evaluation” (Rossi, Lipsey, & Freeman, 2004, p. 57). Process indicators are somewhat similar to performance measures, but they focus more on the activities and procedures of the organization than on the products of those active.

As was indicated above, evaluation research has been defined in the number of ways. It is viewed as a specific research methodology, as a type of study that uses standard social research methods for evaluative purposes, and as an assessment process employing special techniques unique to the evaluation of programs. It is likely to be designed as applied or action research even though it may well use basic research methods. But, generally speak of all the approaches to evaluation tend to share the following important commonalities: evaluation is a systematic process; it involves collecting data about organizations, processes, programs, services, and resources; it is a process for enhancing knowledge and decision making; and it is expected to lead to practical applications (Preskill& Russ-Eft, 2005, pp. 1–2).

The type of evaluation is formative evaluation research. Because the author wants to see the results of the management process undertaken within the NET organization, the goal is to provide enlightenment and input on issues that arise in the implementation of HR and technology management processes. According to Ali (2011), "This research is conducted for the purposes of performance evaluation, such as program implementation, sometimes done to be a basis for improvement or to know the success rate of program implementation. In conducting research, the researcher makes the program objective as a reference for evaluation. Formative evaluation is conducted for the purposes of collecting data about the program at the time the program is in the development process, or it is used for program improvement purposes. Usually done by the internal organization. Data collection techniques usually use observation and interviews therefore the conclusions can be generalized."
Researchers want to know whether the things that company do in embracing the millennials and using the new technology successfully done well and what its impact for the company itself. Therefore, the strategy used is outcome measurement. Rossi, Lipsey, and Freeman (2004) point out that outcomes must relate to the benefits of products and services, not simply their receipt (a performance measure). However, given the increasing call for accountability, it is becoming imperative for libraries to measure outcomes or impact. Indeed, “outcomes evaluation has become a central focus, if not the central focus, of accountability-driven evaluation” (Patton, 2002, p. 151). Some authors use the terms impact and outcome synonymously; others see them as somewhat different concepts. Patton (2002, p. 162) suggests a logical continuum that includes inputs, activities and processes, outputs, immediate outcomes, and long-term impacts.

From the above understanding, the researcher uses qualitative methods in her research. A qualitative method “tends to apply a more holistic and natural approach to the resolution of the problem than does quantitative research. It also tends to give more attention to the subjective aspects of human experience and behavior” (Powell & Connaway, 2004, p. 59). “Qualitative strategies can be particularly appropriate where the administration of standardized instruments, assigning people to comparison groups [in experiments], and/or the collection of quantitative data would affect program operations by being overly intrusive” (Patton, 2002, p. 191). In addition, they can provide

a. greater awareness of the perspective of program participants and often a greater responsiveness to their interests;
b. capability for understanding dynamic developments in the program as it evolves
c. awareness of time and history
d. special sensitivity to the influence of context
e. ability to enter the program scene without preconceptions or prepared instruments, and to learn what is happening
f. alertness to unanticipated and unplanned events

Researcher is the 35th employee in NET. have been together with the organizations building this organization exist until now. So, with a direct observations and experience motivate researcher to conduct evaluative research. Researchers understand what programs exist within the organization in embracing the new generation workforce and preparing the organization toward an era of digital transformation. The researcher undertakes participant observation in every ongoing production process and conducts interviews with leaders within the organization. To add understanding, researcher conducted interviews with millennials employees who have worked at least a year in NET.
The object of this research study is the practice of human resource management contained in the body of the organization. Due to produce programs that match the NET vision, experts are needed relevant to the current conditions, namely millennials. While there is still a working Z generation, it can’t be denied that the majority of the workforce today comes from millennials. This should be noted by leaders who mostly come from the Z generation to be able to communicate and understand the character of the new workforce. With the presence of a new workforce that has its own character will automatically change the existing culture within the organization. In addition, the development of new cutting-edge technology coupled with millennials generation capability will certainly change the organization’s system.

**Results**

This Products manufactured by NET are programs aired on NET television station and can be watched by all Indonesians 24/7. The technology utilized is different from other television, apart from HD technical aspect, NET broadcasting system has adopted HD technology, so it has better picture quality than another TV. Moreover, NET movement towards digitalization is through content integration and television technology with its all social media channel.

In its development over the past 5 years, NET. has also became a much-watched television and a favorite for audiences from the Affluent Consumers social class, as well as the most popular television among viewers of the Millennials and Generation Z generations.

To reach Millennials and Z generations as NET employees should be something that has been prepared way before the individual becomes an employee. One of NET CSR programs is NET Good People which is a form of appreciation towards loyal NET viewers and as a forum for NET fan community which is applied to the community through various social, educational, entertainment, cultural and environmental activities that can support all activities of the community. This community was founded in 2017 and to date has grown very rapidly with the total number of participants, who are currently registered in https://goodpeople.netmedia.co.id, amounted to 7628 people from all over Indonesia with the age range of 17-50 years.
NET Good People discuss the good things they do in regard to television industry, and sharing sessions from NET presenters about public speaking. Directly and indirectly, NET attempts to instill the values that the organization embraces into the mind of their audiences. Those who idolizes NET is ultimately the individuals with the potential to be recruited into a workforce within NET.

Recruitment of new employees during the previous Media Development Program V 2017. Participants who came to the Sentul International Convention Center (SICC) to go through the stage of psychological test had reached more than 30,000 participants. The majority of participants came from the NET Good People program, the individuals who idolized Wishnutama, the NET crew and presenters and artists on NET.

Although awareness of the new industrial era has already been implemented by the founders and employees of NET before, the existence of millennials and gen Z employees also influences the changing culture in society. For example, despite of their lack of attendance in the office, yet the results are still visible, thus changing the existing communication patterns between leaders of generation X and its team. Back then, a decision was reached by the leader but nowadays a decision is reached through a discussion, leaders begin to listen to the team, not judging everything solely by skill or knowledge of the leader. This interaction is the reason why NET started to change its culture.

Discussion

NET can be viewed from any view in the organizational technology perspective. According to Mary Jo Hatch (1997), core technology is the most important technology that can differentiate the level of organizational technology in producing goods and services for the environment. The core technology in NET is the process of a program originating from an idea until the program is aired. This includes technical technology such as HD cameras, lighting, audio, property, wardrobe, editing software as well as non-technical technologies such as briefing talent, lobbying client, and the value of each program itself. These technologies are often a comparison of NET with other televisions, there are some technologies that are already owned by NET but not yet owned by other television, as well as its human skills. This is why many say that NET is "sophisticated", not just because of its technical technology but its non-technical core technology as well. In addition, the program production process from idea to program aired is a high technology/high technology owned by NET. According to Milan Zeleny,

“High technology change nature of tasks and their performance, interconnections and nature of physical, energy and information flows. Acquisition of high technology
implies acquisition of new organizations, new tasks, new styles (or management), new culture – new ways of doing business.”

With the adoption of new technologies within the television world that has been applied in NET, it automatically changes all the system, style and culture arrangements applied in work and decision making. Also generate new tasks related to new technologies that were not available before, so the whole business has a different perspective. For example, NET is the first television in Indonesia whose broadcasting tools and systems are already in HD and is aware of the development of social media. Thus NET only sells its programs to advertisers who have expensive products, let's call it Apple, Oppo, BMW, because automatically, with HD viewing technology, the consumers watching would come from the A economic status, in addition advertisement doesn’t only come into play during commercial break but can appear on all social media platforms.

If you look at the three typologies, NET can be categorized into Thompson’s 3rd "intensive" typology. In accordance with its definition, it’s intensive how a number of resources must be combined to produce an output. To create a television program, a number of resources or departments such as production, technical, promotion, sales, and other support must work together. Generating an episode of the "IniTalkshow" program, ideas coming from the production department must be executed by human resources and tools from the technical department. Related to the aesthetics, service department prepare a property, make up and wardrobe. In order for audiences to gain knowledge of the program, the promotional department has to create a promo material that infers the timetable and content of the episode, all related in producing an episode of a program. The technical department cannot execute if there is no idea of production, nor does the promotional team in making promotional material if there is no brief of production. When associated with its social structure. From the limited explanation it is clear that NET goes into the category of intensive technology that creates a reciprocal task interdependence (reciprocal task interdependence).

If we put NET within Perrow’s typology, for the technology context, as an artifact NET counts as routine technology where it has a low task variable, that there is already a special standard in making a program and very rarely encountered things beyond that, and of course the analysis of the task is high, because the team at NET already know what to do if exceptional things happen. For example, to broadcast a program it takes a transmitting satellite, the technical process of transmitting from NET to a home viewer’s television is well understood by those working in that section, if a signal is lost and a program cannot reach the viewers because the satellite is in some sort of problem, NET already has a backup satellite ready to receive signals from NET at any time and broadcast it to their audiences.
The view of social construction according to Hatch (1997) is the belief that social and technology are interconnected with one another. So "both social groups and technologies are united in planning a concept, technicality, and resources together within the relevant technology frames. Society is built with artifacts. Incorporating NET in the above sense, it is clear that this social construction view fits perfectly with the company. NET with all the new technology artifacts that are owned and developed, as well as with the knowledge of the development of digitalization and the process of adjusting to that development, to construct itself in society as "Current Television". NET comes with programs that are considered very relevant with the current condition of society and supported by the latest technology today.

Viewing NET technology from a postmodern point of view with respect to new technology is very easy to be analyzed. For Lyotard, in debating the relationship of new technologies and postmodern perspectives with organizational theory, he stated that "knowledge becomes a commodity rather than an endorsement of education." For example, because NET is so enthusiastic about new technology, any employee who has in-depth knowledge of this new technology is very able to comply with any management decision. Currently in NET talent selection decisions are no longer based on the talent portfolio but already based on the number of followers on IG. Employees who argue with management and use this knowledge of social media and new technologies will easily influence management decisions. Or with an abundance of new technologies, there is a requirement of people with certain skills, then these people can easily insert their opinions and influence management decisions, in addition to their bargain price will be quite a significant raise of salary as well.

The large number of workforce consisting of millennial and gen Z has changed the form of communication that occurs within NET. By studying the evolving characteristics and culture, leaders must adapt the delivery of clues and rewards/sanctions. Gen Z and Millennials do not consider work as a career, they really know what they want, social media culture nowadays encourages people to have pride in their ‘lifestyle’ more than ‘money and careers’. It's harder to ask them to work well without telling them there's a value they can obtain, for example how every Wednesday and Thursday in NET they are required to wear a uniform. Back then when the majority of employees came from the generation X, the management only needed to send out an order and in consequence, a salary cut or SP (Letter of Warning) for employees who did not wear uniforms. Now that strategy cannot be done anymore because the culture is changing, if the same rule were to be enforced, there would be many employees of Millennials and Gen Z resigning (when in fact the company is in need of their knowledge), therefore the communication strategy undertaken by management is to provide a value of how the uniform is very cool and many other companies are competing to copy the color and style. With this strategy, millennials and gen Z employees would feel that wearing a uniform will make them look cool and famous, so they willingly wear it without having to be forced.
Cultural change and the abundance of Millennials and Gen Z work force is in itself a strength found within NET. According to Hatch,

“The external appraisal is interpreted to uncover the opportunities and threats that the environment presents to the organization. The internal appraisal reveals the organization’s strengths and weaknesses.”

With many types of workforce such as Millennials and Gen Z, companies will be adaptable to all developments. These employees are more tech-savvy, more critical of many things, and possess contemporary knowledge that can be utilized by NET to create content that fits with the development of society.

In relation with three technological factors that had been formulated, organizational aspect, technical aspect, and cultural aspect. NET. Organization comprises all aspects of it. The cultural aspect relating to NET goals and values to be the best and relevant to the Indonesian society is the foundation for the other two aspects. For its vision, NET must be receptive to all forms of new technology development, constantly upgrading tools and skills of its employees, and innovating as well as purchasing new equipment and training for employees. The results will affect the organizational aspect, where industry and economy are being carried out. New opportunities are created because of the public awareness of the technology and the potential utilized within the NET body.

But with all these objectives in mind, it’s becoming hard for experts who do not share the same goal as NET. They’ve become exhausted and eventually give up on performing their job so that the turnover rate happening within the NET body is quite rapid. NET keeps looking for people with the same vision and is ready to fight to achieve that vision. This raises new insight for NET in the future by using technology that can create ideas and produce its own TV program, so it does not require a lot of experts. In the 'post-human' world, we are told by new materialists, actor-network theorists and post-humanists that creativity and agency still exist, but that they are not the property of humans alone; rather, they are a product of the assemblages, associations and relationships through which we are attached to the world (Chandler, 2013).

According to Yuval Noah Harari, a History Professor from Hebrew University of Jerusalem in his book Homo Deus: A Brief History of Tomorrow,

"Man loses his value when intelligence is separated from consciousness. Formerly, high intelligence correlates closely with high consciousness. Artificial intelligence is growing but artificial consciousness is almost nonexistent. The result is intelligence without sensation or emotion. Driverless car, the use of algorithms in almost all areas of work whether in the field of finance, medicine, law enforcement to make
the work more effective and efficient because it is done without distraction. The labor market for humans is posing a serious threat."

This post-human era lived on a "human" machine. All data stored in a database, all previous employees contribute thoughts, behaviors, sense, taste, into a data that will process it into a machine. There is a great possibility when technology controls the sphere of life including organizations, when people are tired of working and thinking, there are machines that will replace them tirelessly.

Conclusion
Implementation of technology and management of millennials & generation Z in the body of NET organization can be seen from all perspective of organizational technology perspective, be it modernist, social construction and postmodern. To build an organization even these three views are used to achieve a thorough understanding, and without consciousness being applied in the NET body. own. These three views are each used to look at specific areas within the body of the relevant organization and see the purpose of the section.

However, when we look at from Pacey's perspective, the technology here is not yet value-free. Because it can only be used for the broadcast industry, although in its development these technologies are widely used by the community or industry engaged in audio visual but not possible and irrelevant if used in all communities.

The main problem in the body of NET organization is the need of many experts and quick turn over of employees. Not yet known and even not yet imagined creating a technology that can produce ideas as well as execute television programs. Even when talking about the creative industry, it cannot be said whether it will be ready to enter the post-human era. There should be further research and studies on the application of post-human era in the Indonesian media industry.

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Company Information, Town Hall Meeting 2017