Social Responsibility of Commercial and Non-Commercial Radio in Facing the Challenges of Technology Disruption and Covid-19 Pandemic: Applications of Social Responsibility Theory

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Abstract

This study is intended to find out how the influence of technological disruption and the COVID-19 pandemic on the implementation of programs and activities related to the achievement of a sustainable social activity strategy on 3 (three) types of radio, namely RRI, An-Nasihah Radio, and Gamasi Radio, and to find out how the strategy implemented by the three types of radio in the midst of the era of technological disruption and the COVID-19 pandemic. This study uses descriptive qualitative methods through semi-structured interviews which are analyzed using content, thematic, and constant comparative analysis. This research was conducted by applying the theory of Technology Disruption and the theory of Corporate Social Responsibility. The results showed that the three radios studied were affected by technological disruption and Covid-19. Each of these radios has made innovations in facing the challenges of technological disruption and COVID-19, namely making innovations in presenting broadcast programs (radio applications) via Facebook, Instagram, YouTube, websites and also applications on the Appstore and Playstore, creating a complete radio marketplace program. with prices (live), changing the work pattern of broadcasting from home, collaborating with influencers in broadcasting and presenting informative news content related to COVID-19 and utilizing social media and launching the RRI PLAY GO application. Furthermore, the results of the study showed that, of the three radios observed, Gamasi was the most active radio in carrying out its CSR activities in the form of the "Sharing Program" by making visits and entertainment to orphanages and prisons, distributing food packages for the underprivileged in around the studio and the community on the islands in the South Sulawesi region. Radio Gamasi is classified in stage 4 of CSR theory (ethical theory) considering that Radio Gamasi has carried out a program of sharing to the community.

I. Introduction

The magnitude of the challenge of radio as the main news and entertainment provider has been shifted by the disruption of technology, especially the competition that occurs with television, commercial sites, and social media.

The mission and vision of the Broadcasting Institution does not escape the development of the concept of sustainability, especially regarding the social responsibility

of the community as a whole. The idea underlying CSR is for companies to operate in a way that is economically, socially and environmentally sustainable. Sustainable development is a comprehensive paradigm introduced by the United Nations through the concept of sustainable development which is described by the Bruntland Commission Report 1987 (Brundlandt Report 1987) as "development that meets the needs of the present without compromising the ability of future generations to meet their own needs (Rivai et al., 2016).

The chairman of the Central KPI, Judhariksawan, stated that the broadcasting paradigm is not only to continue to think industrially, but also to have social responsibility in shaping the nation's character. (kpi.go.id 2015).

Based on a survey conducted by the Association of Indonesian Internet Network Providers (APJII) for the period 2019 to the second quarter of 2020, internet users in Indonesia reached 196.7 million people (Pratama, 2020).

The results of the survey of socio-cultural indicators of the Central Statistics Agency (BPS) in 2018 in (Yusuf & Tajibu, 2021), reported that only 13.31% of people (aged 10 years and over) listened to radio in 2018. This figure has fallen far from 50.29% compared to 2003. Likewise, the number of people who read newspapers or magazines decreased to 14.92% in 2018 compared to 23.7% in 2003.

The results of the analysis of the European Public Service Media's response to the crisis caused by COVID-19, particularly the impact of the pandemic on Europe's main public broadcasters, with particular focus on technical and professional constraints, changes in audience volume and habits, production strategies, types of broadcast content and journalist routines shows that the projections of PSM companies are increasing by emphasizing their role as essential services and the defense of the values that characterize them. The pandemic forced the adaptation of program production from technical standards to an emotional approach, accelerating formal hybridization with original online content. The reliance on software grew and the news creation process was transformed into 'remote journalism'. Changes are withdrawn that can be maintained in the future (Túñez-López et al., 2020). The outbreak of this virus has an impact of a nation and Globally (Ningrum et al, 2020). The presence of Covid-19 as a pandemic certainly has an economic, social and psychological impact on society (Saleh and Mujahiddin, 2020). Covid 19 pandemic caused all efforts not to be as maximal as expected (Sihombing and Nasib, 2020).

COVID-19 has brought down various sides of the national economy. This has an impact on the broadcasting business, especially advertising revenue. The problem today is that radio's position as the main news and entertainment provider has been shifted by the disruption of competition technology with television, websites and internet users, namely influencers, as well as a decrease in income due to the decline in business actors who advertise through radio. (Indiyati et al., 2020) In this era of media disruption, the presence of influencers on social media also plays a role as a disseminator of information. This then becomes a challenge for journalists and the media. According to Cooper (2020) in (Ratmanto, 2005) increasing the use of technology in communication media has a broad effect on people's lives, for that it is also necessary to change the overall quality of broadcasting:

"…. *the* quantitative *change in technological mediation also entails a quantitative change. If within modernity, the broadcast news of the world made an impact on the local community, then the social formation remained largely constituted within a less abstract modality than governed by extended media relations. Within, postmodernity, however, the increase in media and communication technologies means that social integration is increasingly*

carried out at the level of disembodied-extended less concrete modalities"
(Cooper, 2002) dalam (Ratmanto, 2005)

As a Public Broadcasting Institution (LPP) Radio of the Republic of Indonesia has a strategic role in presenting accurate information about the pandemic, so that the public is educated and can participate in preventing the spread of this outbreak. With the phenomenon of technological disruption and COVID-19, this has an impact on the level of achievement of PNBP. RRI needs to take steps in order to meet the PNBP target that has been set while still prioritizing its responsibility as a government radio to serve the community.

In addition to RRI, there is one public private radio station in Makassar City, namely Radio Gamasi 105.9 FM which has been broadcasting since June 28, 1980. It is one of the radios with the characteristic of "Makassar Style Is Here" which is sharply directed at the lower-middle segmentation with dangdut and dangdut formats. kelong-kelong (song) Bugis and Makassar culture. The survey results of the survey agency PT Nielsen Indonesia in 2019 in (https://upeks.co.id/, 2020) which conducted a survey for electronic media, the 2019 wave or 4th wave, especially Radio in South Sulawesi stated that Radio Gamasi was still successful. to be the number one radio with the highest number of listeners in South Sulawesi, specifically for ages 10 years and over and 30 years and over, economic categories at level A, B and C.

In the implementation of Islamic religious symbols, in the city of Makassar there is a radio that carries a religious mission, namely Radio An-Nashihah. This radio broadcasts special programs for the Muslim community, including recitations of the Koran, lectures, and studies. Reporting from (radio.an-nashihah.com, 2022), Radio An-Nashihah is an Islamic scientific da'wah media that is oriented towards deepening the Qur'an and hadith, building togetherness, and avoiding all things that endanger the world and the hereafter.

Radio is faced with competition with internet and television users in reaching the number of listeners. The presence of YouTube, Spotify, and internet TV also needs to be addressed in various ways, including adding platforms to the internet and innovating content. The presence of social media influencers with interesting content adds to the list of competitors for radio in maintaining its existence in the community.

Based on the annual digital report issued by We Are Social and Hootsuite in January 2020, there are 4 (four) social media channels that are most widely used by Indonesian people, namely Youtube, Facebook, Instagram, and Twitter (Aisyah, 2020). According to Chistensen in (Halim et al., 2018) the use of technology and innovation is also carried out by companies in maintaining their existence, but on the other hand the presence of disruption of innovation and technology opens opportunities for changes that are difficult to predict beforehand by companies that lead the market. There needs to be a strategy from mass media companies in dealing with technological disruption to create steps that are accepted by society.

The function of radio as an era of disruption has almost been replaced by internet-based social media with the presence of influencers, television and other music applications such as Spotify. In Indonesia, radio still has an important role in conveying information to remote parts of the country because there are still many people who are not responsive to technology such as the internet and the high cost of television and internet procurement.

Competition in obtaining revenue sources from advertising, has presented its own challenges for the broadcasting industry to achieve the highest rating in the community. Milosevic in (Widarini et al., 2021) states that data from the Global Conference on Media

Freedom states that income through advertising will decline by 70 percent in 2020, this situation is a threat to journalism.

Research (Hidayah, 2020) shows that in the era of disruption, SS Media carries out various strategies to survive in the era of disruption. Namely understanding (understanding), planning (planning), and implementation.

Radio is also required to maintain broadcasting norms and ethics. (Indonesian Broadcasting Commission, 2017) The Central Indonesian Broadcasting Commission (KPI) decided to impose a warning on Radio Prambors Jakarta. The broadcast program "Desta & Gina in the Morning" which was broadcast by a radio station broadcasting on the frequency 102.2 FM, on March 15, 2017 at 08.52 WIB was found to have violated the P3 and SPS KPI rules. The same thing as reported by (KPID Kaltim, 2021) The Regional Indonesian Broadcasting Commission (KPID) of East Kalimantan Province gave administrative reprimands to Radio Kutai Radio and Radio Paras.

Kominfo (2020) in (Widarini et al., 2021) in August 2020 the Ministry of Communication and Information (Kominfo) noted that there were 1,028 hoaxes related to COVID-19 information.

Arika (2021) in (Widarini et al., 2021) stated that in 2020 the Press Council received 800 complaints related to violations of the code of ethics committed by mainstream media. The phenomenon of chasing "many clicks" to pursue ratings is one of the reasons why news in online media violates the journalistic code of ethics more than other media.

Radio needs to formulate how the substance of the programs, the presentation of the show, there is no content that violates social norms that can grow listeners' loyalty to radio shows. research needs to be done to discuss technological disruption and the COVID-19 pandemic as well as the implementation of CSR in the context of implementing sustainable activities in the broadcasting industry.

The object of research is RRI Makassar, Radio Gamasi Makassar and Radio An-Nashihah Makassar to see the differences in the social responsibility of each radio in implementing programs and activities in achieving sustainable activities.

II. Review of Literature

2.1 Disruptive Innovation Theory

Yu & Hang (2010) in (Mulyawan, 2021) which states the occurrence of innovations that cannot be delivered properly (diffused), it can lead to unpreparedness that harms various parties such as one of which is the occurrence of continuous disruption that forces system changes or threatens the existence of the system. humans with the presence of modern and sophisticated technology in the era of the industrial revolution 4.0.

Disruptive Innovation Theory is a theory discovered by Christensen (1997) in (Mulyawan, 2021) which explains how a new form of competition between parties in finding new things is called "Disruptive Innovation". In an interview conducted by Denning in (Mulyawan, 2021) this theory explains how a phenomenon that occurs from a new innovation can change the existing market conditions by introducing simplicity, convenience, accessibility, and affordability at a fairly high cost. The innovations developed, especially in the current era of the industrial revolution 4.0 have brought many significant changes, where if the company is not able to adapt and have an open attitude, it will disrupt overall operations which will ultimately harm the company.

2.2 Research Framework

In this study, researchers used the framework of thinking how technological disruption and the COVID-19 pandemic encouraged radio to carry out innovation strategies in achieving sustainable activities and ratings on RRI, Radio Gamasi FM Makassar and Radio An-Nashihah Makassar. The framework for thinking is shown in Figure 2.
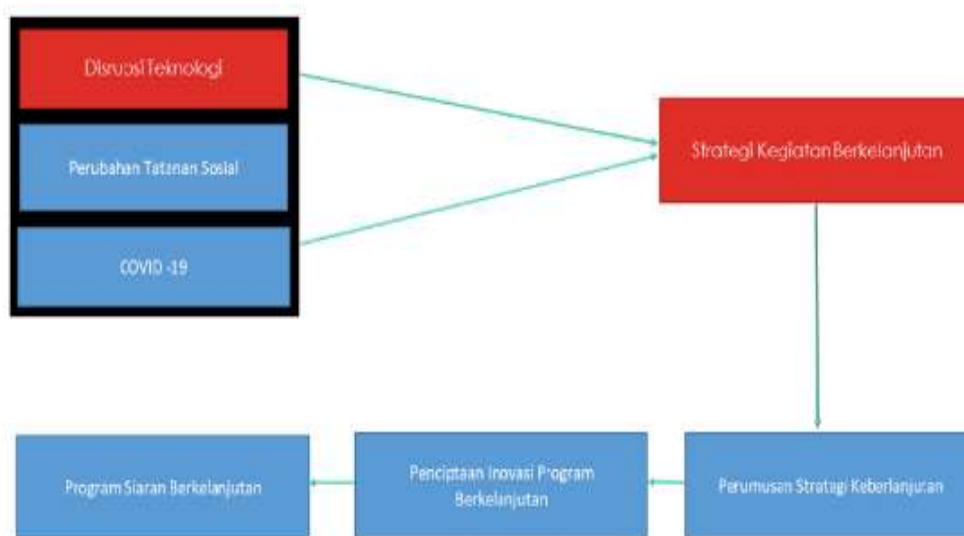
Gambar 2 Bagan Alur Langkah Radio dalam Menghadapi Disrupsi Teknologi, Perubahan Tatanan Sosial dan COVID-19 serta Perumusan Strategi dan Inovasi Berkelanjutan

III. Research Method

This study uses a research strategy in the form of case studies. (Saunders et al. 2019) in (Farida & Shauki, 2022) said that case studies are a relevant strategy to gain a deep understanding of the context and research process through answers to the questions "why", "what", and "how". The case study strategy was carried out to explore and gain understanding of information related to the strategies carried out by radio in creating and implementing programs and activities related to the achievement of the strategy of sustainability activities, especially in facing technological challenges, social life arrangements, and the impact of the COVID-19 pandemic. The approach used in this research is descriptive qualitative method through interviews at Radio Stations in Makassar. The list of interview questions was compiled based on the topics and theories used in this study, namely disruption (technology and COVID 19) and the implementation of CSR on the three radios.

IV. Result and Discussion

The results of the research are data analysis from interviews which are processed through content analysis, thematic analysis and constant comparative.

Interviews were conducted with 6 (six) sources from 3 (three) types of radio with different target audiences (religious, cultural, and national radio) where each type of radio is represented by 2 (two) respondents from each research object.

Interviews were conducted from March 2022 to the end of April 2022 in Makassar City. Due to limited conditions due to the COVID-19 pandemic, interviews were conducted virtually via telephone or whatsapp. Online interviews through the whatsapp application by sending a list of questions to respondents.

4.1 Content Analysis

Content Analysis in this study was carried out through the text search menu, word frequency, and auto coding on the NVivo 12 Pro application to obtain the words that were most frequently discussed and attracted the attention of the resource persons relevant to the research question. The following is the classification of interview themes related to the problems discussed in this study which are processed through the autocode menu on the NVivo 12 Pro application which will produce themes and sub-themes as shown in Figure 3.
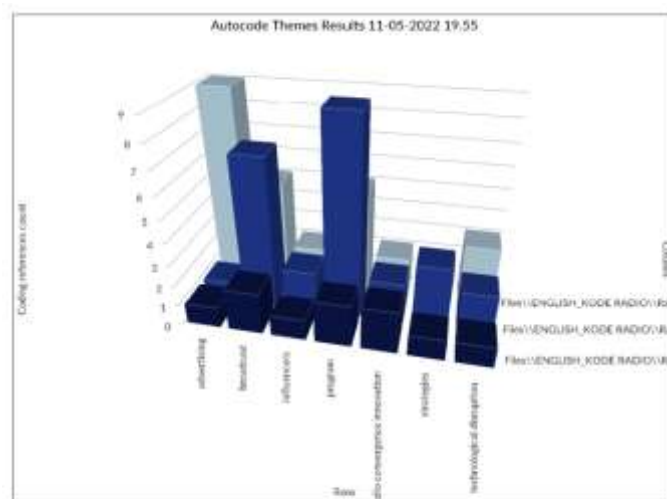
Gambar 3. Klasifikasi Tema dari Hasil Wawancara
Sumber: Data hasil wawancara yang diolah NVivo 12 Pro

In order to obtain more accurate results, the interview transcripts were translated into English in order to obtain the 30 most frequently spoken words as shown in Figure 4

Gambar 4. Analisis Word Frequency dari Hasil Wawancara
Sumber: Data hasil wawancara yang diolah NVivo 12 Pro

Figure 4 shows the results of the content analysis in which there are 30 words most frequently spoken by 6 (six) interviewees from the three radio stations. The most frequently spoken word is Broadcating. If we compare it with content analysis on each radio it will show the results as presented in Figure 5, Figure 6 and Figure 7.

Gambar 5. Analisis Word Frequency
Hasil Wawancara Radio An Nashihah

Gambar 6. Analisis Word Frequency
Hasil Wawancara Radio Gamasi Jaya

Gambar 7. Analisis Word Frequency
Hasil Wawancara Radio Republik Indonesia
Sumber: Data hasil wawancara yang diolah NVivo 12 Pro

The results of the analysis are translated back into Indonesian and will be explained in the Thematic Analysis section to find out the effects and strategies in dealing with technological disruption and COVID-19 within the framework of sustainable programming in the broadcasting industry.

4.2 Thematic Analysis

This analysis will explain the themes and sub-themes resulting from word frequency data processing and auto coding above. As in content analysis, the thematic analysis was carried out using English to avoid the problem of not detecting parts of the interview by the NVivo 12 Pro program which were translated back into Indonesian.

The results of the NVivo 12 Pro analysis obtained the following themes related to research problems:

4.3 Advertising

Advertising can be interpreted as advertising delivered to the public via radio. Advertising is a source of revenue from Radio. This is affected by the disruption of technology and COVID-19.

"*This condition is due to the widespread use of social media as a means of information that greatly pampers its users, so advertisers prefer to place their ads on social media such as YouTube, Facebook, Instagram and several applications that are popularly used by the public . or netizens (as they are called)". (Narasumber B 2022)*
"*.....while the PNBP target has decreased in line with the decline in business actors who place advertisements through radio" (Narasumber E 2022)*

4.4 Broadcast

The word that appears the most and becomes the main concern of all sources is broadcast or broadcast. Broadcasting is a routine that Radio does every day. This is affected by the disruption of technology and COVID-19.

"*........As a conventional media provider, you must enter yourself into social media, of course, by using our company name as an account. Actually this can be a double impact for our clients, where our brand product advertisements are broadcast on the radio and also advertise on our social media accounts. But in fact, our clients already exist on social media using their own accounts with a larger number of subscribers. Perhaps most of our customers share from our prospective clients. This is the problem." (Narasumber A 2022)*

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"With the disruption of technology and the disruption of COVID-19, it requires broadcast industry business actors to carry out breakthrough strategies in order to continue to exist and be accepted by the public. Listener satisfaction is known by the number of listener interactions on broadcast programs that are carried out by interacting with listeners." (Narasumber D 2022)

"The broadcasting work system has changed more to program content, namely the presentation of informative news content related to COVID-19. This is in accordance with the government's program to break the chain of the spread of COVID-19." (Narasumber E 2022)

"In addition to advertising revenue, our radio originally operates from ta'awun muhsinin/donors who want to take advantage of rewards in spreading Islamic da'wah.." (Narasumber B 2022)

4.5 Influencer

The existence of influencers who have helped enliven the world of product sales promotion. The visual content displayed by the influencers has attracted the attention of the public on social media, generating the interest of producers to advertise through these influencers. This affects the number of producers to advertise through radio.

"Clearly seizing and reducing the distribution of advertising rations to electronic mainstream media such as radio and television, even this disruption has an impact on the allocation of advertising to print media such as newspapers and magazines, as well as the number of copies. (Narasumber B 2022)

"The number of ads is not too much because of the efficiency of the advertiser." (Narasumber A.2022)

"Radio and influencers each share the same values and strong target market. Although it has decreased, it is not too significant because advertisers will certainly not be satisfied with only one media and will use various promotional media, one of which is radio. (Narasumber C 2022)

4.6 Program

Programs on radio can be interpreted as online or offline programs. The broad meaning of the program can be related to community programs held by the Radio Station. From the results of the interviews, it is known that radio programs also include programs of social responsibility or social responsibility to the community. Radio holds social activities to share with the community as well as educational programs to the community on a subject. Sharing to is an effort to share which is the social responsibility of radio

Radio Gamasi Jaya has carried out direct Corporate Social Responsibility activities.

"There is a listener greeting program through online and offline programs with the implementation of activities needed by the community and in line with government programs. Sharing (sharing) to orphanages, conducting visits and entertainment for inmates at the Correctional Institution, distributing food packages to underprivileged residents around the studio and communities on islands in the South Sulawesi region in particular." (Narasumber D 2022)

We will create an event program that facilitates the government or public companies in providing education to the public regarding the problems that are currently happening by presenting resource persons (professionals) who will provide solutions or alternatives. One of our off air programs is Sakinah Indonesiaku, this is a talk show program that raises current issues by

presenting competent resource persons, so as to maintain environmental and social stability. In fact, this program has also received an award from the KPID Awards as The Most Inspiring Program (Narasumber B 2022)
"Presentation of informative news content programs related to COVID-19. This is in accordance with the government's program to break the chain of the spread of COVID-19." (Narasumber F 2022)

4.7 Radio Convergence Innovation

Innovation is very important for Radio so that it can remain in the hearts of its listeners. This is in line with the theme of sustainable activities that must be carried out by Radio. The disruption and pandemic have affected the broadcast pattern and the level of income earned by Radio. Radio needs to consider these impacts in order to formulate and implement sustainable activity strategies to remain accepted in the community, including the existence of social responsibility to maintain broadcasting norms.

"Actually, our radio is different from commercial radio in general. Where radio generally plays music, presents excerpts from fiction and plays, An Nashihah radio has its own rules that are adapted to Islamic law. So that in marketing it is also very different from commercial radio in general." (InfoA 2022)

"Making innovations in presenting broadcast programs (radio applications); understand and meet the needs of listeners (on social media); providing solutions to listener problems by resource persons (interactive, real time); create a marketplace program on radio complete with (live) prices." (Informant B 2022)

"We will process all forms of public inclination towards technology in such a way that it can be consumed by the public through radio." (Informant B 2022)

"Of course, to retain listeners, we are also connected to social media, our radio can also be heard via Facebook, Instagram, YouTube, websites and also applications on the Appstore and Playstore." (Narasumber B 2022)

"Utilizing social media and live streaming, launching the RRI PLAY GO application so that all people can easily obtain multi-platform-based radio services." (Narasumber F2022)

4.8 Strategies

Radio needs to adjust the interests and tastes of the community, individually or in groups, to the presentation of radio shows.

"There are discussions and deliberation between the leadership and related departments in management as well as adjusting the trend of public interest and the latest information by prioritizing the local culture. Such as: presenting kelong-kelong music" (Narasumber D 2022).

"Changes in the working pattern of broadcast hours and the implementation of duet broadcasts into single broadcasts. The work pattern with disruption and COVID-19 is broadcasting from home." (Narasumber D 2022)

"Campaigning for radio, as the only medium of information, news and entertainment that is easily accessible and free. Making innovations in

presenting broadcast programs (An Nashihah radio application)."
(Narasumber A)

4.9 Technological Disruption

The disruption of technology and the COVID-19 pandemic has greatly affected the implementation of activities on radio. This influence can be seen from the broadcast pattern, material and the decrease in advertising revenue, especially on commercial radio.

"We know that the current technological disruption is very strong because it is almost certain that most people/citizens are connected to the internet/social media, so producers also see this as a promotional event." (Narasumber A 2022)

"With the disruption of technology and the disruption of COVID-19, it requires broadcast industry business actors to carry out breakthrough strategies in order to continue to exist and be accepted by the public." (Narasumber D 2022).

Based on the explanation above, Technological Disruption and COVID-19 are the background for the need for Radio to formulate an innovative strategy for sustainability activities.

4.10. Constant Comparative Analysis

Constant Comparative Analysis is used to obtain the validity of the results of data processing through content analysis and thematic analysis. From the constant comparative analysis, the results are shown in Table 1.

In Table 1 it is known that the dominant topic of discussion is about broadcasts. The quality and sustainability strategy of broadcast activities presented by each radio station plays an important role in influencing other aspects in dealing with technological disruption and COVID-19. The topic of broadcasting, Radio An Nashihah puts forward that as a conventional provider, you must include yourself in social media. Radio Gamasi Jaya in the broadcast industry is looking for ways to find out which broadcast programs satisfy their listeners, namely by interacting more with their listeners. As a Government Radio, RRI prioritizes government programs in breaking the chain of the spread of COVID-19 by broadcasting informative news related to COVID-19. In the social responsibility program, the radio studied was known that Radio Gamasi Jaya was the most dominant because of the direct sharing program with the community.

Tabel 1 Perbandingan Tema per Narasumber Radio

Narasumber	A: advertisisng	B: broadcast	C: influencer	D: program	E: regarding radio convergence innovation	F: strategies	G: technological disruption
1. Radio An Nashihah	1	2	1	2	2	1	1
2. Radio Gamasi	1	7	2	9	2	3	2
3. RRI	6	5	2	5	2	1	3

4.11. The Effect of Technological Disruption and COVID-19

Changes in broadcast patterns and a decrease in revenue are considered as a result of technological disruption and the COVID-19 pandemic. The decline in advertisers to advertise on radio caused by influencers who advertise products through social media such as youtube, Instagram and the efficiency of advertising costs from product advertisers, led to a decrease in revenue on radio. Changes in the structure of society cause changes in broadcast patterns. For example, there is a government program broadcast to urge the public to break the chain of transmission of COVID-19.

4.12. Sustainable Social Activities Strategy

With the disruption of technology and the COVID-19 pandemic, broadcasting business players are expected to innovate in compiling and implementing sustainable activities so that the existence of Radio as a means to convey information and entertainment can still be accepted by the public. The presentation of broadcast material needs to be prepared taking into account changes in the social conditions of the community. Broadcasters need to follow the broadcasting code of ethics. Broadcasting industry players must also pay attention to broadcast channels that continue to develop along with the times.

> *"Making innovations in presenting broadcast programs (radio applications); understand and meet the needs of listeners (on social media); providing solutions to listener problems by resource persons (interactive, real time); create a marketplace program on radio complete with prices (live). We will process all forms of people's tendencies towards technology in such a way that they can be consumed by the public through radio." (Narasumber B 2022).*

As the main news and entertainment provider, radio has a social responsibility in shaping the nation's character. Corporate social responsibility (Corporate Social Responsibility or CSR) is carried out by the company as part of corporate governance designed to ensure that the company's operations are carried out ethically and benefit the community.

> *"There is a listener greeting program through online and offline programs with the implementation of activities needed by the community and in line with government programs. Sharing (sharing) to orphanages, conducting visits and entertainment for inmates at the Correctional Institution, distributing food packages to underprivileged residents around the studio and communities on islands in the South Sulawesi region in particular." (Narasumber D 2022)*

The strategy adopted by the three broadcasters as a result of the disruption of technology and COVID-10 is to diversify advertising through conventional radio and social media media, RRI and Radio An-Nasihah innovate in presenting broadcasts in the form of "radio applications" on cellular phone devices. from the listeners, in addition, Radio An-Nashihah provides assistance in the form of providing solutions to real problems faced by listeners by presenting various sources according to their fields interactively and in real time. The strategy taken by Radio Gamasi in increasing its revenue is to collaborate with influencers in carrying out its broadcasts. Gamasi is the radio that is most active in carrying out its CSR activities in the form of the "Sharing Program" by making visits and entertainment to orphanages and prisons, distributing food packages for the underprivileged in the South Sulawesi region. "Sakinah Indonesiaku" is a CSR program carried out by Radio An-Nasihah in the form of a talk show program that raises problems

that occur to listeners by inviting competent sources so that they can maintain environmental, social and economic stability properly.

4.13. Disruption Theory Application

The theory put forward by Christensen in (Mulyawan, 2021) is how a phenomenon that occurs from a new and new innovation can change existing market conditions by introducing simplicity, convenience, accessibility, and affordability at a fairly high cost. In accordance with this theory, the three radios studied have made new innovations in maintaining their existence in the community. Radio An-Nashihah makes broadcast innovations (radio applications) via Facebook, Instagram, YouTube, websites as well as applications on the Appstore and Playstore, providing solutions to listener problems by resource persons (interactive, real time), marketplace programs on radio complete with prices (live).

Radio Gamasi Jaya has changed the work pattern of broadcasting from home and continues to present superior programs by adjusting the trends and interests of the community in presenting radio programs and collaborating with influencers in broadcasting.

RRI presents informative news content related to COVID-19 and utilizes social media and live streaming, launching the RRI PLAY GO application so that all people can easily obtain multi-platform-based radio services.

4.14 Application of Corporate Social Responsibility Theory

Of the 4 (four) groups of theories promoted by the theory of Corporate Social Responsibility (Garriga and Mele 2004) it shows that the three radios have passed the first Carol pyramid stage/(economic/instrumental theory). Radio-Nashihah is in the third stage (integrative theory) because it has a talk-show program by presenting speakers who solve real problems faced by listeners interactively. RRI is in the second stage (political theory) which focuses on the power of corporations in society and the gradual use of power in the political arena in accordance with the vision and mission of RRI which acts as the mouthpiece of the government. RRI prioritizes programs that are in line with the government's program in breaking the chain of the spread of COVID-19. Radio Gamasi is classified in stage 4, namely ethical theory because it carries out sharing programs to the community.

V. Conclusion

This study succeeded in knowing the impact of technological disruption and the COVID-19 pandemic on the broadcasting industry, especially in terms of advertising revenue, the implementation of broadcasting activities and how the sustainability strategy in order to maintain the existence of radio is one of them with the Corporate Social Responsibility program. Radio Gamasi Jaya has carried out a CSR program, namely an online program greeting the listeners and offline by sharing to orphanages, conducting visits and entertainment for inmates at the Correctional Institution, distributing food packages to underprivileged residents in the South Sulawesi region in particular.

Radio needs to innovate strategies for implementing sustainable activities in order to maintain its existence in the community. This condition is caused by the use of social media as a means of information that greatly facilitates users in accessing all news information, entertainment and presenting more attractive visual advertisements.

By applying the disruption theory put forward by Christensen, Radio An-Nashihah in facing the challenges of technological disruption and COVID-19 has made changes in its

broadcasts, namely making broadcast program innovations (radio applications) via Facebook, Instagram, YouTube, websites and also applications on the Appstore and playstore, use of social media, providing solutions to listener problems by resource persons (interactive, real time), marketplace program on radio complete with prices (live).

Radio Gamasi Jaya has changed the work pattern of broadcasting from home and continues to present superior programs by adjusting the trends and interests of the community as well as working with influencers in their broadcasts. RRI in facing the challenges of technological disruption and COVID-19, namely presenting informative news content related to COVID-19 and utilizing social media and live streaming, launched the RRI PLAY application.

Based on the theory of Corporate Social Responsibility (Garriga and Mele 2004) it shows that the three radios have passed the first Carol pyramid stage/(economic/instrumental theory) where corporations are seen only as instruments of wealth creation and social activities and only as a means to achieve economic results. Radio-Nashihah is in the third stage (integrative theory) because it has an interactive talk-show program with its listeners. RRI is in the second stage (political theory) which focuses on the power of corporations in society and the gradual use of power in the political arena according to the vision and mission of RRI which acts as the government's mouthpiece to put forward programs to break the chain of the spread of COVID-19. Radio Gamasi is classified in stage 4 of the CSR theory, namely the ethical theory because it carries out a sharing program to the community.

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