Kaltim Today's Organizational Communication Ambience in Producing Quality Journalistic

Nurliah, Shiba Syahidah
Universitas Mulawarman, East Kalimantan, Indonesia
e-mail : nurliah.simollah@fisip.unmul.ac.id

Abstract

This study examines the organizational communication climate in the online media Kaltim Today, which contributes to the production of quality journalism. Communication patterns involve direct information delivery from management to employees, particularly journalists, particularly in situations requiring a rapid response. Horizontal communication also exists between employees to coordinate tasks, particularly in the editorial department. Therefore, the communication climate is measured through five values: support, participatory decision-making, trust, openness and sincerity, and high-performance goals. Findings indicate that despite leadership support, openness between employees and management remains a concern. Decision-making tends to be centered on management, and the company faces challenges in establishing a clear vision, mission, and standard operating procedures. Recommendations for improving the organizational communication climate include increasing subordinate involvement in decision-making, addressing transparency issues, designing a vision and mission statement involving employees, and improving structured communication management. These steps are expected to strengthen the communication climate, improve the quality of journalistic products, and support the achievement of company goals. The research method used is qualitative with a descriptive approach, where data is collected through interviews, observation, and documentation. Informants include the editor-in-chief, journalists with young competency status, and employees from various fields at Kaltim Today.

Keywords: *Journalism, Online Media, Organizational Communication minimum*

INTRODUCTION

Online media is currently the public's primary choice for obtaining information because it is considered to have various advantages, such as unlimited space, audience control (audiences can compete and choose content according to their preferences), non-linearity (audiences do not need to read sequentially), easy storage and retrieval of information anytime and anywhere, speed and completeness of information (immediacy), multimedia capabilities ((can be presented in various media), and interactivity (allows for interaction) (Lestari, 2017)[1]. This situation encourages online media industry players to compete with other competitors in an effort to capture audience attention.

Luwi Ishwara, as revealed in Lestari's 2017 research, stated that the rapid advancement of internet technology has had a significant impact on the media's workload, which has become more challenging due to the rapid changes in news. This has also impacted the media market, which has become narrower and more affordable. As a result of these changes, the media industry tends to focus on sensational, entertainment, and opinionated content in an effort to attract audience attention. However, this trend also has the potential to lead to violations of press ethics.

A communication climate is a condition that develops within an organization and can

375

generate positive or negative responses. This condition is influenced by both internal and external factors within the organization[2]. A positive communication climate has the potential to motivate organizational members to achieve common goals. On the other hand, a negative communication climate can hinder the smooth functioning of an organization [3].

According to Peter F. Drucker, as cited in Harjana's work (2013)[4], he emphasizes the importance of clearly establishing common company goals as a benchmark for employee performance. Employee involvement in the goal-setting process also has a significant impact on employee openness and sincerity in achieving the company's vision, in line with the principles of management by objectives (MBO).

Kaltimtoday.com, an online media outlet based in Samarinda, primarily focuses on political, environmental, and educational issues in East Kalimantan, as well as national issues. Established under PT. Media Mandiri Perkasa in 2018, Kaltimtoday.com underwent administrative and factual verification by the Press Council in 2021. Until now, Kaltim Today does not have editorial management that ideally consists of a head/person in charge of the editor, managing editor, editor/editor, coverage coordinator, and reporters/journalists[5]. In efforts to produce quality journalistic products, editorial or newsroom management plays a crucial role. Editorial management can be defined as the application of management functions through planning, organizing, implementing, and controlling news materials [6].

The news planning stage is the most crucial step in editorial management, and this can be accomplished through editorial meetings. However, Kaltim Today has not held regular editorial meetings in the past three months. Besides maintaining the quality of the news produced, editorial meetings also provide a space for all newsroom members to share input on the company's organization and build a shared understanding.

Ibrahim as the head/person in charge of the editor until now still concurrently serves as the managing editor, editor and even coverage coordinator. On the other hand, Ibrahim also still carries out the function of company leader to run the business which is not in accordance with the 2019 Press Council Regulation concerning press company standards, where a head/person in charge of the editor may not hold concurrent positions related to the company's business. The editors of Kaltim Today are also filled by employees who are not journalists, even though it is known that Kaltim Today has a total of 9 journalists spread across several areas in East Kalimantan, namely Kutai Kartanegara, Bontang, North Penajam Paser, Balikpapan, Berau, and Samarinda, and 4 of them are holders of young journalist certificates.

Based on this description, the researcher is interested in further exploring how the organizational communication climate is formed at Kaltimtoday.co and how this influences the quality of the resulting journalistic products. The purpose of this study is to deeply understand the communication activities and patterns occurring at Kaltimtoday.com that impact the formation of the organizational communication climate.

METHOD

This research uses qualitative methods. Data collection is conducted through words and images, rather than numbers. A qualitative approach is used to describe, illustrate, explain, and provide a deeper understanding of the research problem. The focus of qualitative descriptive research is to fully study a specific individual, group, or event, thus providing a more detailed and in-depth picture of the context being studied [7].

In this study, data was obtained from Kaltim Today through two main sources: primary and secondary data. Primary data was collected directly through interviews with Kaltim Today's management and employees, while secondary data came from the company's archives and internal documents.

To obtain comprehensive data, the researcher used three data collection techniques: participant observation, interviews, and documentation. Participant observation was conducted by participating in the daily activities of the research subjects to understand the communication patterns that develop in the newsroom. Interviews were conducted using a purposive sampling technique, selecting key and supporting informants relevant to the research objectives. Key informants included the Editor-in-Chief, Ibrahim Yusuf, and three young certified journalists: Yasmin Medina Anggia Putri, Fitri Wahyuningsih, and Muhammad Razil Fauzan. Supporting informants included Defrico Alan Saputra, a new journalist, Rahmawati, an experienced editor, and two social media creative management staff members, Diah Putri Rachmawati Safitri and Safira Salsabila.

Furthermore, documentation was used to supplement the data by examining various documents such as employee productivity reports, work SOPs, and photographs of the work environment. Analysis of these documents provided additional insight into communication patterns and organizational dynamics at Kaltim Today. By combining these three techniques, the research is expected to present a more comprehensive picture of the organization's communication climate and the quality of its journalistic products.

The analysis technique used in this study was the Miles and Huberman data analysis technique. It begins with reducing or summarizing the collected data, followed by data presentation, and then decision-making or data verification. The steps in data analysis are shown in the following figure [8].
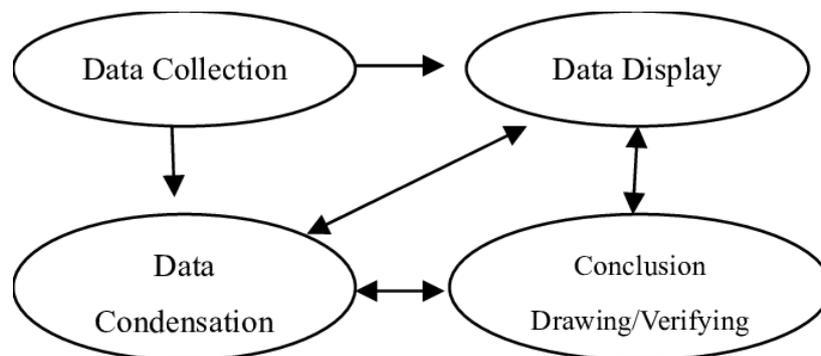

Figure 1. Miles and Huberman Data Analysis Techniques
(source: *Metode Penelitian kuantitatif, kualitatif dan R & D*, Sugiyono, S. (2022))

RESULTS AND DISCUSSION
Results

Researchers concluded the communication climate at Kaltim Today by observing daily communication events and the communication elements that shape them. During the fieldwork, the authors conducted in-depth interviews to understand the communication patterns established

within the organization. Furthermore, the authors engaged in participant observation and followed the organization's activities for one month. By following these steps, the authors were able to uncover the organizational communication climate at Kaltim Today.

Communication at Kaltim Today involves upward, downward, and horizontal communication patterns, as well as informal communication between employees. Downward communication involves the delivery of information, task instructions, or organizational messages from management to employees. Although there are coordinators in each area to manage tasks or messages from the editor-in-chief, in reality, much communication is delivered directly from management to employees. This is due to limited human resources that have not yet reached the desired standard.

When it comes to coordination and assignments, leaders often provide direct instructions via WhatsApp groups or occasionally face-to-face meetings. The communication patterns they develop aren't always tied to existing organizational structures, demonstrating adaptability in addressing the challenges of limited human resources.

The process of conveying ideas and thoughts from employees as a form of upward communication typically takes place during weekly editorial meetings. At these meetings, all Kaltim Today employees are expected to report on their planned activities for the coming week and provide a performance evaluation of the previous week. However, the author observed that these meetings are not well-run and are only held when there is important information related to management policies that needs to be communicated to all employees or employees in specific areas.

Communication between employees at Kaltim Today generally revolves around work coordination. In the editorial department, journalists often coordinate with each other when assigned special coverage, where the division of tasks can be discussed together. Furthermore, journalists communicate with the creative team responsible for photography in advertisement coverage.

The marketing department actively communicates with the creative and social media teams regarding advertising programs and collaborations with media partners. In addition to formal communication, informal communication among employees occurs both during and after work hours. These informal conversations often involve personal topics and work-related complaints. The communication patterns established at Kaltim Today play a role in shaping the organization's communication climate. This climate can be observed through the five values outlined [9]. These five values involve the following:

Value of Support

The value of support at Kaltim Today is reflected in the relationships between leaders and employees, as well as among fellow employees. These interactions include greeting each other and providing support within the work context. Communication effectiveness is considered high when the communication process promotes mutual support. This understanding aligns with Likert's view, which states that every interaction between leaders should be supportive and constructive, providing a sense of value and importance to each individual involved[10].
Field findings indicate that communication between management and employees at Kaltim Today reflects mutual support and attention. Fitri, one informant, revealed that management has actively strived to foster comfortable communication by addressing employee needs. This effort aims to

378

ensure employees feel valued and receive the attention they deserve.

"If you say they're supportive, then they're definitely supportive. For example, management always tries to assure me that if I need money or anything related to work or reporting, I can discuss it directly with them..." (Yasmin, 2024)

A similar opinion was expressed by Yasmin, an informant, who stated that the leadership at Kaltim Today is quite sensitive to employees. However, she said there is still a sense of awkwardness between employees and management, especially when employees are not performing well.

"Perhaps my boss is one of those who I could call somewhat sensitive. For example, he once said to me, 'Your handwriting is messy, it seems like you're having a lot of problems.' I didn't tell him what the problem was, but he probably saw that just from my messy handwriting, he knew I was stressed, so he gave me Saturday off." (Yasmin, 2024)

During observations, the author found that almost all employees at Kaltim Today felt the leadership's efforts to foster close relationships. Leaders expressed praise when work was satisfactory and provided rewards, such as buying lunch, as a form of recognition for positive contributions. This was confirmed by informant Riko.

"From the leadership, perhaps the support comes in the form of words of affirmation through the newsroom group, for example, when there's good news..." (Riko, 2024)

Informant Diah expressed a similar opinion.

"From the leadership's perspective, sometimes they like to give food. Yes, sometimes it's sudden, 'Do you want to eat?' or, 'What do you want to eat?' That's probably one of them." (Diah, 2024)

However, Safira, an informant, revealed that on the other hand, there is still a sense of awkwardness and respect among employees towards their leaders.

"I don't think we have the chemistry with the boss yet, but he usually gives me support in the form of praise." (Safira, 2024)

On the same occasion, the head of Kaltim Today, Ibrahim Yusuf, acknowledged the awkwardness his employees still feel towards him. As a show of support and concern, he is committed to continuing to meet their needs to ensure they feel comfortable.

"One of my concerns this year is having a representative office, so I'm working to ensure it has a TV. Then, gradually, I'm also providing amenities like air conditioning, Wi-Fi, laptops to make work easier, and occasional refreshments like instant noodles, drinking water, and vouchers for meals or concerts from media partners, etc...." (Ibrahim Yusuf, 2024)

"I'm also trying to build rapport with my employees. For example, if there's something I need to discuss, I'll have a one-on-one discussion..." (Ibrahim Yusuf, 2024)

Similarly, the communication climate among colleagues is also significant. Through the author's observations, we found that a supportive atmosphere has developed among Kaltim Today employees who work from the office (WFO). They frequently exchange ideas, discuss their work, and simply share stories and take breaks after work or at other times. However, editorial staff or journalists, who work in the field and rarely go to the office, tend to feel more comfortable writing stories in cafes with fellow journalists from other media outlets. Informant Yasmin stated,

"Honestly, I rarely go to the office, and I don't really fit in with my colleagues. Maybe it's just because we don't connect. First, we rarely see each other, and our job descriptions

379

are different; they stay in the office, while I'm in the field." (Yasmin, 2024)

Value of Participatory Decision-Making

As an independent press company, policy-related decision-making is expected to involve all members of the organization. Every individual in the organization is expected to provide input, criticism, and creative ideas to achieve organizational goals. This concept is reinforced [11] view, which emphasizes that employees at all levels of the organization should be given the opportunity to communicate and consult with superior management to participate in the decision-making process. This value of participatory decision-making is evident in employee involvement in the policy decision-making process and in the sharing of ideas and suggestions in every policy-debating meeting at Kaltim Today.

In an in-depth interview with informant Yasmin, the author found that while participation in decision-making at Kaltim Today is open to all individuals, in practice, not all employees dare to express opinions, suggestions, or criticisms regarding company policies.

> *"Our superiors have asked us several times to speak up. It's like speaking up, whatever our complaints are, whatever we think, we can criticize. But, as I said earlier, it seems like sometimes employees still feel awkward, afraid to express their true feelings, even though their superiors have directed them to say it's okay to just speak up."* (Yasmin, 2024)

Informant Fauzan also expressed this view, stating that what occurs is merely one-way communication from management.

> *"Sometimes communication between management and employees tends to be one-way. For example, when it comes to planning coverage, we're told to cover this, there's this agenda tomorrow, blah blah blah. That's it, and we answer, 'Okay, sir, stop.' There's no issue about where it came from, sir, or anything like that, or how it's resolved, or who should be involved. It doesn't get to that point."* (Fauzan, 2024)

On the other hand, informant Fitri believes that when making company decisions, the leadership has a different attitude towards each employee.

> *"For me, maybe because we're in the same age group and have known each other for a long time, he's open to criticism and suggestions. But for other employees, I think he tries to be open, but the employees aren't brave enough."* (Fitri, 2024)

When the author attempted an in-depth interview with an informant who had recently worked at Kaltim Today, the author received confirmation of this statement. As informant Riko put it,

> *"Perhaps I'm one of those people who hasn't spoken out much at Kaltim Today. Maybe because I don't feel close yet or am still a bit timid."* (Riko, 2024)

Values of Trust, Confidence, and Credibility

A positive communication climate can be identified through the existence of trust among organizational members. Efforts to achieve this involve actions and statements from all members of the organization [11]. At Kaltim Today, the values of trust, confidence, and credibility are reflected in the confidence leaders place in employees in assigning work. The credibility of work-related information conveyed by superiors is also an aspect related to this climate.

380

The author's observations indicate that all information related to employees' daily tasks, particularly those in the journalistic and editorial fields, is conveyed directly by leaders via WhatsApp. The author then conducted interviews to determine whether leaders provided clear information regarding assigned tasks. Diah, one of the informants, provided the following response:

> "*Maybe it's because I coordinate directly with the leader. He's actually explained it, but I just don't seem to grasp it. I'm a bit slow to grasp what he means."* (Diah, 2024).

Safira, a informant, expressed a similar sentiment, describing the situation in different areas, namely the creative and social media teams.

> *"In the social media team, the process is actually clear because there's a coordinator. But when it comes to design, I usually go directly to the leader. But I'm often confused about whether these issues should come from the leader or not. Sometimes I'm asked to take the initiative myself, but when I do, it turns out it's not appropriate."* (Safira, 2024)

On the other hand, according to informant Riko, the assignment had been clearly communicated by the leadership via a WhatsApp group:

> *"It's quite clear, because usually the leadership directly assigns coverage assignments."* (Riko, 2024)

The author also sought to confirm with the leadership regarding trust, confidence, and credibility of information within the company he leads. The following is an excerpt from an interview with the Kaltim Today leadership:

> *"I usually delegate responsibility, entrusting the colleagues I assign to take on roles responsibly."* (Ibrahim Yusuf, 2024)

Values of Openness and Sincerity

The communication climate, in the context of the value of openness, is often associated with downward communication [12]. At Kaltim Today, the communication climate, related to the values of openness and sincerity, is reflected in the openness in communication between superiors and subordinates, as well as between colleagues.

Based on interviews regarding openness in downward communication, it was revealed that Kaltim Today's leadership has strived to be open when someone needs information about the organization. As stated by informant Fitri, the following is an excerpt from her interview:

> *"When we were at the IMS benchmarking yesterday, we were all invited. That was part of her openness. And I admired her when she talked about the company's annual revenue of hundreds of millions. Not all media outlets are willing to disclose that."* (Fitri, 2024)

Discussing openness means highlighting a leader's ability to listen, especially to what staff have to say. This includes both upward communication and communication between coworkers. The head of Kaltim Today stated that he felt some employees were still reluctant to be open with him.

> *"The employees themselves don't seem to be open. I don't know exactly why they're so open. In one case, an employee of mine told me over a period of time that some of my policies were confusing and frustrating him to the point where he even wanted to quit."*

381

(Fitri, 2024)

"I said, 'If you don't accept it or something, speak up, don't keep quiet, otherwise I'll never know.'" (Fitri, 2024)

However, field observations demonstrate a positive attitude toward openness among coworkers at Kaltim Today. The author observed that employees were not awkward or embarrassed to ask questions or simply joke around. The author also observed that the office facilities, where there were no desk partitions and the availability of a TV, helped to lighten the work atmosphere. The author assumes that the employees who regularly work from the office are not significantly different in age, ranging from 20 to 24 years old. This significantly helps them bond and support each other in their work.

When the researcher asked whether they freely communicate with their coworkers, informant Safira's response echoed the author's observations:

"With fellow employees here, we just get straight to the point. We're already very direct from the start. Sometimes we encourage each other, chat, and joke around. I like that." (Safira, 2024)

High Performance Goal Values

Members at all levels of the organization are expected to demonstrate a commitment to achieving high performance, producing quality work, and showing concern for other members of the organization [11]. To achieve this goal, leaders need to explain the company's goals, vision, and mission to employees to foster a shared understanding [12].

Motivation can determine the level of effort required to achieve organizational goals. Therefore, a company's vision and mission should include a motivational message that achieving goals requires dedication and the best abilities of each employee[13].

At Kaltim Today, the value of high-performance goals can be assessed by a lack of understanding of the company's vision and mission. Consequently, motivation to achieve these visions and missions is not fully felt, ultimately impacting the quality of performance.

Based on the author's observations, there are no posters or other media displaying the vision and mission in the Kaltim Today office. Information about the vision and mission is only found in the company profile given to guests or potential clients visiting the office. Interviews with employee informants revealed that, to date, no work guidelines or procedures have been explained to them. They carry out their duties according to instructions from their superiors without a sufficient understanding of the company's vision and mission. This can result in a lack of understanding of the company's long-term goals.

The following is an excerpt from an interview with the author, asking whether the company's guidelines or vision and mission had been clearly explained and understood. Informant Fitri stated:

"Actually, the leader once explained to me his wishes. He wanted Kaltim Today to cover straight news issues, including special coverage. He was clear about that. However, the standards weren't standardized, just general guidelines. He also wanted Kaltim Today to have special issues, perhaps once a month." (Fitri, 2024)

Informant Yasmin also stated that she had never known Kaltim Today's vision and mission until now.

382

"Honestly, I never knew what the office's vision and mission were. They were never clearly explained to me, not even in person. But I was given the opportunity to participate in a lot of external training. During my time there, I learned what quality journalistic work is all about." (Yasmin, 2024)

When providing performance guidelines, Kaltim Today needs to reassess its employees' understanding. The company should standardize consistent policies in the form of written standard operating procedures for journalists and employees in other fields. Furthermore, verbal communication methods are needed to ensure employees understand the company's vision and mission and are motivated to produce quality journalistic work. A lack of motivation will impact performance. This issue needs to be avoided as it is linked to employee turnover.

However, subsequent interviews revealed that although employees feel that work guidelines have not yet been definitively established, they are confident that they have achieved satisfactory performance results and met Kaltim Today's quality standards. As reported in the following interview with informant Yasmin:

"I'm pretty confident. As long as no one tells me my news is lacking in this or that, I think it's good enough." (Yasmin, 2024).

Similarly, informant Fitri said,

"God willing, I understand it well enough and it meets the standards. If it wasn't good enough, it definitely wouldn't have been promoted. If there's a problematic article, we can still survive. So I'm optimistic and confident that it meets the standards." (Fitri, 2024).

DISCUSSION

Communication patterns at Kaltim Today encompass several aspects, including upward, downward, and horizontal communication, as well as informal communication between employees. Upward communication involves employees conveying organizational information or messages to management. Conversely, downward communication occurs when management gives instructions or messages to employees. Although there is a coordinator to manage tasks from the editor-in-chief, much communication is conducted directly by management to employees due to limited human resources. Furthermore, there is horizontal communication between employees at the same level, as well as informal communication that can strengthen relationships within the workplace.The limited human resources indicate the need to consider strategies or changes in the organizational structure to improve communication effectiveness.

The process of conveying ideas and thoughts from employees to management at Kaltim Today typically occurs during weekly editorial meetings. At these meetings, all employees are asked to report on their weekly activity plans and evaluate their performance from the previous week. However, the author observed that these meetings were not running optimally and were only held when there was important information related to management policies that needed to be communicated to all employees or employees in specific areas.

In general, communication between employees at Kaltim Today focused more on work coordination. In the editorial department, journalists often coordinated with fellow journalists when assigned special reporting assignments, where the division of tasks could be discussed together. In addition, journalists also interacted with the creative team responsible for

383

photography in advertising coverage.

Based on the research results, it can be concluded that the communication pattern in decision-making between management and employees at Kaltim Today follows a Y-structure pattern. Although most decisions are centered on the editor-in-chief, there are situations where the editor-in-chief is not always involved in decision-making, particularly within the creative and social media teams. In these cases, the coordinator sometimes plays a more active role in making decisions regarding video news topics without requiring direct approval from the editor-in-chief. In the context of communication among employees in Kaltim Today, an all-channel structure pattern has been established. This pattern allows all employees to be on equal footing, allowing them to communicate openly without involving specific employees. There is communication between departments, such as direct coordination between the marketing and creative teams in producing advertorial content. Furthermore, the creative team also coordinates with employees and copywriters regarding video scripts. This all-channel structure pattern allows interaction between employees without significant hierarchical barriers.

An organization's communication climate has a significant impact on the quality of journalistic products. However, several values within the communication climate deserve greater attention, such as high-performance goals, openness, sincerity, and participatory decision-making. Based on the results of this study, the author assesses that these three dimensions have not been effectively implemented in the context of Kaltim Today.

Based on research findings, the author also found that, to date, Kaltim Today has not established clear standards for newsworthiness.

Therefore, in practice, leadership policies frequently change, and the standards used in producing journalistic products refer solely to the Press Council's code of ethics and cyber media guidelines. Additionally, each media outlet has internal policies governing the duties of its journalists in the field [6]. In this regard, the newsroom process at Kaltim Today does not reflect a comprehensive management function, primarily due to the absence of news planning and evaluation meetings. According to Junaedi [14], the media management process should involve comprehensive management functions, encompassing planning, organizing, implementing, and controlling or evaluating.

The lack of clarity in guidelines and standards at Kaltim Today hinders employees in achieving the company's shared goals. However, opportunities to improve human resource capacity at Kaltim Today provide employees with the opportunity to perform their duties with better quality.

The journalism quality standards in this study refer to the concepts of Lacy & Rosentiel[15], derived from research conducted on two groups: academics and journalism practitioners. These standards encompass several important dimensions, including quality of presentation, trustworthiness, diversity, depth and breadth of information, comprehensiveness, public affairs, and geographic or regional relevance. These standards reflect efforts to ensure that journalism meets specific quality criteria, in line with the views of academics and practitioners in the field of journalism.

Based on the research results, it can be concluded that Kaltim Today emphasizes presentation quality in its journalistic products by paying attention to various important aspects, including the basic principles and code of ethics of journalism. Fulfilling the 5W + 1H elements in the completeness of news reports demonstrates an effort to present comprehensive information.

384

Furthermore, the involvement of journalists in live coverage by interviewing sources from various parties reflects a commitment to providing diverse and inclusive perspectives.

Kaltim Today also continues to pay special attention to aspects such as depth of information, breadth of coverage, diversity of perspectives, and geographic relevance to ensure a more in-depth quality of journalism that meets the needs and expectations of its audience.

In the context of news selection, if a story is deemed worthy of broadcast, whether in terms of perspective (angle), title, lead, or content, the management will not comment, and the news editor will broadcast the story immediately. However, if the management deems any aspect inadequate, the next step is to reconfirm with the journalists covering the report.

The infographic content is engaging for the audience because it packages the information with Kaltim Today's distinctive design, which is a crucial element in the quality of the presentation. Information is presented through the website and social media, with an emphasis on geographic relevance to the audience, namely the local community in East Kalimantan. Kaltim Today covers a variety of issues, including local and national politics, lifestyle, education, and entertainment.

In its efforts to meet public needs, Kaltim Today demonstrates a strong commitment by providing a platform for its audience to submit suggestions and comments through social media. Furthermore, they are committed to providing the right of reply to anyone who feels aggrieved or requires such a right.

The characteristics and abilities of employees of similar ages are key factors in shaping the communication climate at Kaltim Today. This similarity in age facilitates adaptation among employees, and a flexible work system tailored to their abilities and skills. Management plays an active role in improving employee skills and understanding through individual guidance regarding Kaltim Today standards. These efforts include journalist competency tests, the application of Search Engine Optimization (SEO) techniques to copywriters, and the use of Artificial Intelligence (AI) technology for content writers and video editors to improve work efficiency.

Research on the organizational communication climate at Kaltim Today evaluated the values that support the communication climate, including support, participatory decision-making, trust, confidence and credibility, openness and sincerity, and high-performance goals. The value of support at Kaltim Today is reflected in interactions between leaders and employees. Although efforts to demonstrate support have been made both directly and indirectly, the level of closeness varies among employees.

Those working in the office demonstrate strong closeness and support, while employees working in the field as journalists tend to feel more comfortable carrying out their work and having discussions outside the office, especially with fellow journalists from other media outlets. The decision-making process at Kaltim Today tends to be centered on the company's leadership. Despite efforts to involve all employees, not all employees feel comfortable providing criticism or suggestions regarding existing policies.

In terms of the values of trust, confidence, and credibility, employees at Kaltim Today directly experience the support provided by their leaders regarding their tasks. However, the credibility of information related to assigned tasks remains a challenge, possibly due to unclear and difficult-to-understand information delivery.

In terms of the values of openness and sincerity, there are differences in communication

385

between employees and leaders, which tend to lack transparency. However, field observations indicate that openness among colleagues at Kaltim Today is positive, with no awkwardness and openness.

In terms of the value of high-performance goals, problems arise at Kaltim Today because the company lacks a clear vision, mission, and standard operating procedures. This often leads to confusion among employees regarding their work and responsibilities due to frequently changing policies.

CONCLUSION

Based on the analysis above, several recommendations are proposed to improve the communication climate at Kaltim Today. First, it is essential to increase and maintain subordinate participation in decision-making and policy formulation while strengthening mutual trust between superiors, subordinates, and coworkers. Transparency between management and employees must also be improved to ensure clarity regarding organizational direction and goals. The development of the company's vision, mission, and standard operating procedures should involve employees to enhance comprehension and performance, especially in implementing newsroom practices aligned with journalistic standards. Clear and consistent communication, both verbal and written, is necessary to support understanding and alignment with organizational values. Furthermore, a structured communication management system is needed to establish journalistic quality standards and maintain a supportive communication climate, with editorial roles filled by individuals who possess relevant expertise. Lastly, to sustain business operations, the organization should consider optimizing newsroom processes and developing a diversified digital business model through platforms such as YouTube, TikTok, Instagram, and Facebook to reduce reliance on government-funded advertising from the Regional Budget (APBD).

ACKNOWLEDGEMENTS

REFERENCES

[1] R. D. Lestari, "Quality News dan Popular News sebagai Trend Pemberitaan Media Online (Studi Deskriptif Kualitatif Trend Pemberitaan Quality News dan Popular News pada Media Online Nasional di Indonesia Periode 2016," *CHANNEL J. Komun.*, vol. 5, no. 1, 2017.

[2] R. Meirani, "Iklim Komunikasi Organisasi Media Massa," *J. Ilmu Komun.*, 2020.

[3] N. L. Afina, "Pengaruh Iklim Komunikasi Organisasi dan Gaya Kepemimpinan Terhadap Motivasi di Berrybenka," *J. Manaj.*, vol. 1, no. 2, 2019.

[4] A. A. Harjana, "Iklim Komunikasi Keorganisasian," *J. Ilmu Komun.*, vol. 4, no. 2, 2013.

[5] A. Murthado, "Manajemen Keredaksian di Harian Analisa Medan," *J. Komunika Islam. J. Ilmu Komun. dan Kaji. Islam.*, vol. 6, no. 2, p. 138, 2020.

[6] A. Azwar, *4 Pilar Jurnalistik: Pengetahuan Dasar Belajar Jurnalistik (1 ed.)*, 1st ed. 2018.

[7] S. Sugiyono, *Metode Penelitian kuantitatif, kualitatif dan R & D*. Alfabeta, 2016.

[8] Sugiyono, *Metode Penelitian Metode kuantitatif dan kualitatif dan R&D*, 2nd ed., vol. 29. Bandung: Alfabeta, 2022.

[9] M. Alfikri, "Organization Of The North Sumatra Regional Police," vol. 33, no. 1, pp. 1–10, 2022.

[10] R. G. Carlson, D. D. Taylor, S. M. Barden, J. Olejarczyk, and G. Glascoe, "Effects of Individual-Oriented Relationship Education for Parents: A randomized Controlled Trial," *J. Fam. Psychol.*, vol. 35, no. 8, pp. 1097–1106, 2021.

[11] R. . W. Pace and D. . F. Faules, *Komunikasi Organisasi: Strategi meningkatkan kinerja perusahaan*. Remaja Rosda Karya., 2013.

[12] S. H. Al-fashli, "Iklim Komunikasi Organisasi Perpustakaan Universitas Indonesia," p. 2, 2010.

[13] J. D. Metz, "The Impact of Achievement Motivation, Job Satisfaction, and Work Life Balance Among Retail Managers," 2018, [Online]. Available: https://pqdtopen-proquest-com.proxy.mul.missouri.edu/doc/2112733690.html?FMT=AI&pubnum=10934726

[14] F. Junaedi, *Manajemen Media Massa Teori, Aplikasi, dan Riset*. Buku Litera, 2014.

[15] S. Lacy and T. Rosenstiel, *Defining and Measuring Quality Journalism*. Rutgers School of Communication and Information, 2015.