

The Strategy of Television of the Republic of Indonesia Yogyakarta to Maintain its Existence as a Public Broadcasting Institution: Implementation of Government Regulation Number 4 of 2024

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Abstract: This study aims to analyze the strategy of Televisi Republik Indonesia (TVRI) Yogyakarta in maintaining its existence as a Public Broadcasting Institution amid increasing competition in the broadcasting industry. The research focuses on the implementation of Government Regulation No. 4 of 2024, which strengthens TVRI's role, governance, and independence as a public service broadcaster. This study employs a qualitative approach with a case study method. Data were collected through observations, in-depth interviews with key informants (TVRI Yogyakarta's management and staff), and document analysis. The findings reveal that TVRI Yogyakarta applies a content differentiation strategy by producing programs focused on local culture, education, and public information. Additionally, TVRI adapts by utilizing digital broadcasting technology, expanding audience reach through social media, and collaborating with local communities and educational institutions. The main challenges include limited funding, a shortage of creative human resources, and intense competition with private television stations and digital platforms. Nevertheless, the new regulation provides opportunities to strengthen governance, enhance production quality, and broaden content distribution. With the right strategy, TVRI Yogyakarta can sustain its role as an independent, educational, and credible public media outlet for the community.

Keywords: TVRI Yogyakarta, Public Broadcasting Institution, Media Strategy, Government Regulation No. 4/2024, Digital Broadcasting.

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I. INTRODUCTION

Nowadays, mass media cannot be separated from people's lives, both print, electronic, and online media which continue to develop rapidly. Television as one of the electronic mass media has an important role in conveying information, entertainment, and education to a wide audience. Televisi Republik Indonesia (TVRI) as the first public television in Indonesia holds the mandate to provide broadcasts that educate, educate, and maintain national integration [1]. However, the development of the broadcasting industry in Indonesia, including in Yogyakarta, shows increasingly tight competitive dynamics. Currently, there are several local television stations such as Kompas TV Yogya, Yogya TV, Adi TV, Inews TV, VE Channel, Net Yogyakarta, and GO TV which compete to attract audience attention. This competition encourages TVRI Yogyakarta to continue to innovate to remain relevant and in demand by the

public, especially amidst the proliferation of entertainment programs offered by private television with greater funding and resource support [2]. Public interest in TVRI Yogyakarta broadcasts is still not optimal. This is due to several factors, including the low sense of ownership of public television among urban communities, the appeal of more varied private broadcast programs, and TVRI's limited funding, which limits its room for innovation compared to commercial television [3]. Nevertheless, TVRI Yogyakarta remains consistent in broadcasting programs with local, cultural, and educational nuances, which are the hallmarks of public broadcasting institutions.

Regulatory changes through Government Regulation Number 4 of 2024 concerning Amendments to Government Regulation Number 13 of 2005 concerning the Public Broadcasting Institution Television of the Republic of Indonesia are an important momentum for TVRI to

strengthen its role, governance, and broadcasting strategy [4]. This regulation reaffirms TVRI's independence, accountability, and responsibility in providing quality information services to the public. This study aims to analyze the efforts made by TVRI Yogyakarta in maintaining its existence as a Public Broadcasting Institution, while identifying opportunities and challenges that affect its sustainability in the era of dynamic media competition. Theoretically, the results of this study are expected to contribute to the development of communication science studies, especially related to public broadcasting media strategies. Practically, this study is expected to be valuable input for TVRI Yogyakarta in formulating policies and developing innovative broadcast programs that support the sustainability of its role as an independent, educational, and inclusive public media.

Television has been developing since the late 19th century and became the dominant mass media in the 20th century. In Indonesia, TVRI was established in 1962 with a strategic role as a medium for information and national integration. However, since the emergence of private television and international channels, TVRI has faced increasingly fierce competition. The transition to digital television broadcasting and the development of online platforms have pushed TVRI to adapt and innovate to remain relevant [5]. Regulatory changes through Government Regulation No. 4 of 2024 strengthen TVRI's role as an independent, transparent, and accountable public broadcasting institution, while also demanding management modernization and optimization of digital media utilization.

The changes brought by Government Regulation No. 4 of 2024 to Government Regulation No. 13 of 2005 mark an important step in strengthening TVRI's position as a more modern, transparent, and adaptive Public Broadcasting Institution (LPP). In Government Regulation No. 13 of 2005, TVRI was regulated as an independent and neutral LPP, but the definition and mechanism of broadcasting were still limited to the use of the frequency spectrum over the air [6]. Government Regulation No. 4 of 2024 expands this definition to include broadcasting via cable and other media, thus opening opportunities for TVRI to reach audiences on digital platforms. Another significant change is the strengthening of the role of the Supervisory Board, which now has broader authority, ranging from formulating strategic policies, selecting and appointing the Board of Directors, to ensuring broadcast independence. The Board of Directors is also required to increase accountability through the preparation of annual reports, financial reports, and the implementation of good governance principles. On the personnel side, the latest PP regulates the delegation of authority for the appointment, transfer, dismissal, and development of ASN within TVRI, with the provision that all adjustments must be made within a maximum of three months of the PP's enactment. This new regulation is expected to make TVRI more professional, transparent, and innovative in facing the challenges of competition in the broadcasting industry, while maintaining its role as an independent, educational, and inclusive public media [7].

Public Broadcasting Institutions are broadcasting institutions established to serve the public interest with the principles of independence, accountability, and non-commercial orientation [6]. In communication literature, Public Broadcasting Institutions have a strategic function to provide accurate information, educate the public, preserve culture, and become an inclusive public discourse space. Good governance of Public Broadcasting Institutions is characterized by the existence of an independent supervisory board, professional directors, and public reporting and oversight mechanisms [8]. Sustainable funding, whether through the State Budget, grants, or other regulated sources, is key to maintaining autonomy and service quality. In the digital era, Public Broadcasting Institutions face new challenges such as audience fragmentation, competition with commercial media and online platforms, and demands for more interactive content innovation [9]. TVRI Yogyakarta needs to optimize its mandate as a public media by strengthening the production of local programs that are educational and rooted in regional culture, expanding distribution through digital platforms, and maintaining editorial independence so that it can become a credible and trusted information reference for the public.

Television broadcasting media is a means of mass communication that utilizes audio-visual technology to distribute information and entertainment widely, simultaneously, and continuously [10]. The Indonesian Broadcasting Commission defines broadcasting institutions as broadcast organizers, whether public, private, community, or subscription, who are required to comply with laws and regulations [11]. Television, with its ability to reach a wide audience, plays a role not only as an entertainment medium but also as a means of education, opinion formation, and strengthening social integration [2]. This is in line with the function of public television, such as TVRI, which is required to prioritize the public interest, ensure the diversity of broadcast content, and strengthen national integration. In the context of technological developments, television is now experiencing convergence with digital media, enabling content distribution through various online platforms, expanding broadcast reach, and increasing interactivity with audiences [12].

Television programs are an important element that determines the appeal of a station. Quality programs can attract and retain viewers. According to the 4P approach (product, price, place, promotion), program success is influenced by content that suits audience needs, production costs, broadcast schedules, and promotional strategies [13]. Television programs are generally divided into information programs (hard news and soft news) and entertainment programs (drama, music, game shows, and others) [14]. TVRI as a Public Broadcasting Institution has a unique characteristic by highlighting local cultural programs, education, and national character building content as a form of differentiation from private television [7].

Strategy is a long-term plan designed to achieve organizational goals effectively by considering the internal and external environment [15]. In the context of broadcasting, strategy can be realized through content planning, resource management, technological innovation, and the right marketing approach.

Strategic management includes three main stages, namely strategy formulation, implementation, and evaluation [17]. Strategy formulation includes developing a vision and mission, analyzing external opportunities and threats, and establishing long-term goals [18]. Strategy implementation includes resource allocation, adjusting organizational structures, developing a supportive culture, and program innovation that suits audience needs [19]. The strategy evaluation stage is carried out by monitoring performance, assessing effectiveness, and adjusting environmental dynamics and technological developments. In the context of TVRI Yogyakarta, strategic management is key to facing increasingly fierce competition in the broadcasting industry. The right strategy is needed to maintain its existence, increase audience loyalty, and ensure that TVRI continues to carry out its mandate as an inclusive, educational, and relevant public media in the digital era [7].

II. RESEARCH METHODS

This research uses a qualitative approach with a case study method because it aims to understand the phenomenon in depth related to TVRI Yogyakarta's strategy in maintaining its existence as a Public Broadcasting Institution. This approach was chosen to explore the behavior, perceptions, motivations, and policies taken by TVRI Yogyakarta. The case study was used so that researchers could comprehensively explain the dynamics of strategies, opportunities, and challenges faced by TVRI Yogyakarta in the context of the implementation of Government Regulation Number 4 of 2024. The research was conducted at the Office of the Public Broadcasting Institution TVRI Yogyakarta Station located on Jl. Magelang KM 4.5, Yogyakarta, for approximately two months from the issuance of the research permit until all data were collected.

The approach used was a communication approach, focusing on the broadcasting strategy and communication management implemented by TVRI Yogyakarta. The researcher interacted directly with informants who had a deep understanding of broadcasting programs, policies, and strategies, ensuring that the data obtained was relevant to answering the research questions. The data sources in this study consisted of primary and secondary data. Primary data were obtained through in-depth interviews with key informants, such as the Head of News, the Head of Programs, the Head of the News Section, and journalists at TVRI Yogyakarta. Secondary data were obtained from internal TVRI documents, annual reports, broadcast archives, scientific literature, and relevant regulations, including Government Regulation No. 4 of 2024.

Data collection was conducted through observation, interviews, and documentation. Observations were conducted

using a non-participant method, where the researcher only observed from the outside and was not directly involved in TVRI Yogyakarta's daily activities. In-depth interviews were conducted using semi-structured interview guidelines to gather information regarding the strategies, opportunities, and challenges faced by TVRI Yogyakarta. Documentation was conducted by collecting and analyzing official documents, broadcast archives, reports, photographs, and government regulations related to public broadcasting institutions. In this qualitative research, the researcher served as the primary instrument, collecting, observing, and analyzing data. Interview guidelines, recording devices, cameras, and field notes were used to support the data collection process to ensure the data were valid and complete.

Data analysis was conducted using inductive, descriptive qualitative analysis techniques. Data obtained from observations, interviews, and documentation were coded, grouped, and analyzed to identify relevant patterns. The results of the analysis are presented in a descriptive narrative format to provide a clear picture of TVRI Yogyakarta's strategy for maintaining its existence while also addressing the research questions.

III. RESULTS AND DISCUSSION

The research results were obtained through observations, in-depth interviews, and documentation analysis conducted at TVRI Yogyakarta Station. The collected data were then analyzed qualitatively to provide a comprehensive overview of the strategies implemented by TVRI Yogyakarta in maintaining its existence as a Public Broadcasting Institution, especially after the enactment of Government Regulation Number 4 of 2024. The discussion includes the implementation of the latest regulations, content and broadcast program strategies, challenges faced, opportunities that can be utilized, as well as adaptation steps and continuous evaluation. By integrating field findings and strategic management theory, this analysis is expected to provide an in-depth understanding of TVRI Yogyakarta's position amidst increasingly fierce competition in the broadcasting industry and changes in audience behavior shifting to digital platforms.

A. Implementation of Government Regulation No. 4 of 2024 on TVRI Yogyakarta

The research findings indicate that the implementation of Government Regulation Number 4 of 2024 serves as a crucial foundation for TVRI Yogyakarta in formulating its broadcasting strategy. This regulation reaffirms TVRI's role as a Public Broadcasting Institution, obligated to provide information, education, and healthy entertainment services, while strengthening national integration. At the regional station level, TVRI Yogyakarta follows up by strengthening its identity as a public television station based on local wisdom. Key strategies implemented include adjusting programs to align with the public's mission, developing a broadcast agenda that emphasizes cultural content, and strengthening editorial independence. Furthermore, TVRI Yogyakarta has begun integrating conventional broadcasting with digital platforms to expand its audience reach. This

aligns with the demands of the digital era and government policies regarding migration from analog to digital television. With the new regulation, TVRI can improve its organizational structure, adjust its financing patterns, and strengthen governance to become more professional and transparent.

B. Content Strategy and Broadcast Program

One notable outcome is TVRI Yogyakarta's commitment to maintaining its cultural and educational programming, amidst competition from private broadcasters, which dominate popular entertainment programs. TVRI Yogyakarta's flagship programs, such as cultural coverage, art performances, local documentaries, and educational talk shows, are a distinctive feature that distinguishes it from private stations. To attract audience attention, TVRI Yogyakarta implemented a content differentiation strategy by highlighting local values and presenting them in a fresher format. Other efforts include:

- **News Program Development:** Presenting fast and accurate local news, including coverage of regional government policies and social issues in the Special Region of Yogyakarta.
- **Community Collaboration:** Partnering with the arts community, academics, and MSMEs to create programs relevant to the community's needs.
- **Strengthening Education Programs:** Broadcasting educational and digital literacy programs to support the government's goal of educating the nation.

C. Challenges Faced

The interview results indicate that the main challenge for TVRI Yogyakarta lies in budget limitations, which affect both production quality and the number of broadcast hours (averaging only 4 hours per day). In addition, TVRI's programs are less attractive compared to private television stations that benefit from greater financial flexibility and larger creative teams. The shift in audience behavior, with more viewers consuming content through social media and streaming platforms, also poses a challenge that requires rapid adaptation. From a strategic management perspective, internal obstacles include limited human resources in the creative field, insufficient investment in modern production technology, and restricted program promotion. External barriers involve the dominance of advertising on private television, viewers' preference for popular entertainment, and increasing competition from digital media such as YouTube, TikTok, and OTT platforms.

D. Opportunities and Strategic Adaptation

Despite the challenges, the research findings also reveal several strategic opportunities. First, new regulations provide room for TVRI to secure more reliable budget support from the state, ensuring better program sustainability. Second, TVRI's position as a public broadcasting institution grants it legitimacy as a neutral and independent medium, which can attract audiences seeking information free from commercial interests. Identified adaptation strategies include:

- **Migration to Digital Platforms:** Strengthening live streaming through websites and mobile applications.

- **Social Media Optimization:** Utilizing YouTube, Instagram, and TikTok for distributing program highlights to reach younger audiences.
- **Program Format Innovation:** Delivering educational entertainment programs with modern visual packaging, leveraging graphics, animation, and interactivity.
- **Partnerships with Universities:** Developing audience research and creative programs based on the needs of the Yogyakarta community

E. Evaluation and Continuous Improvement

In the evaluation stage, TVRI Yogyakarta conducts regular monitoring of program ratings, audience engagement on social media, and community feedback. The evaluation results serve as the basis for improving content, broadcast schedules, and staff competencies. This step is crucial for ensuring that TVRI is not merely an executor of policy but is also adaptive to market dynamics and audience preferences. With systematic strategies and regulatory support, TVRI Yogyakarta can remain relevant as a public television station. The key lies in strengthening content differentiation, adapting to digital technology developments, and enhancing public participation so that TVRI truly reflects the voice of the Yogyakarta community.

IV. CONCLUSION

The findings indicate that TVRI Yogyakarta holds a strategic role as a Public Broadcasting Institution that is required to remain relevant amid the increasingly competitive broadcasting industry and the changing patterns of media consumption. The implementation of Government Regulation No. 4 of 2024 provides a stronger legal foundation to reinforce TVRI's governance, independence, and professionalism, while also creating opportunities for management modernization and the adoption of digital technology.

The strategies implemented by TVRI Yogyakarta include strengthening its broadcast identity based on local wisdom, differentiating content by highlighting cultural, educational, and public information programs, as well as integrating with digital platforms to expand audience reach. Despite facing challenges such as budget constraints, limited creative resources, and competition with private television and digital platforms, TVRI Yogyakarta has been able to seize existing opportunities through program format innovation, social media optimization, and partnerships with local communities and educational institutions.

The sustainability of TVRI Yogyakarta's existence depends on the continuity of these strategies, supported by regular evaluations and continuous improvements that adapt to technological developments and audience preferences. Through these measures, TVRI Yogyakarta is expected to consistently fulfill its function as a public medium that is neutral, inclusive, educational, and a trusted source of information for the people of the Special Region of Yogyakarta.

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