The Impact of Artificial Intelligence Utilization on The Media Industry in Indonesia: A Case Study On Suara.Com and Rri

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Abstract
The use of Artificial Intelligence (AI) in the media industry has become an important adaptation strategy amidst rapid digital transformation. These findings contribute to the discussion on the continued integration of AI in journalism while maintaining journalistic values and workforce stability, integration in media management, its impact on human resources (HR), and the challenges arising from this technological shift. Using a qualitative case study approach, data were collected through in-depth interviews with media professionals and document analysis. This study uses the Social Construction of Technology (SCOT) theory to analyze how AI implementation is influenced by social and organizational factors. The results reveal that AI adoption at Suara.com increased digital content production, requiring journalists to develop new technological skills, while RRI leveraged AI to support its broadcasting operations without significantly changing workforce roles. A key challenge identified was the lack of comprehensive regulations governing AI in journalism, leading media organizations to create their own ethical guidelines. Despite concerns about job displacement, this study suggests that AI and human journalists can complement each other, with journalists playing a critical role in content verification and ethical oversight. This study highlights the need for adaptive HR policies, ongoing training, and regulatory frameworks to ensure responsible adoption of AI in media. The findings contribute to the discussion on the sustainable integration of AI in journalism while maintaining journalistic values and employment stability.

Keywords*:* Artificial intelligence, media management, human resources, digital transformation, social construction of technology

INTRODUCTION

The use of Artificial Intelligence (AI) is currently something that is inevitable and has even become a part of life along with the development of the digital era which also has the potential to affect the mass media industry. This is also getting stronger because international mass media have successfully implemented AI technology projects in their newsrooms such as the New York Times, Washington Post, Guardian, and USA Today (Sun et al., 2020). These media use AI with the aim of simplifying the journalistic process in the newsroom. Based on a book entitled Automating the News: How Algorithms are Rewriting the Media, Nicholas Diakopoulos argues that AI is a new medium so that the future of AI in journalism

seems to be creating new jobs (Broussard et al., 2019). Despite concerns about job replacement due to automation, Diakopoulos argues that AI can help journalists focus on more creative and analytical tasks, thereby creating more relevant and innovative job opportunities in the media field.

The Journalism, Media, and Technology Trends and Predictions 2019 report by the Reuters Institute highlights a growing interest among international media organizations in investing in artificial intelligence (AI) and machine learning technologies, provided that such innovations do not come at the expense of editors and journalists (Newman, 2019). While these investments promise to enhance both the quality and delivery of news content, they also raise concerns about the diminishing role of human professionals in editorial processes. To address this tension, AI is increasingly positioned not as a replacement for journalists, but as a complementary tool that can boost newsroom efficiency and content quality. This evolving dynamic reflects a growing awareness among media managers of the strategic importance of responsibly integrating AI into journalistic workflows.

Indonesia with a population of more than 270 million people is a large market for the new technology industry, including AI. Based on data published by Datareportal as of early 2024, it was reported that there were 185.3 million internet users in Indonesia with an internet penetration of 66.5 percent. Oxford Insight also compiled the Government AI Readiness Index 2023, which shows the readiness of 193 countries for the presence of AI. Indonesia is ranked 42nd below Malaysia and Thailand (Hankins et al., 2023). Despite being ranked relatively well, there is still room for improvement in terms of technological readiness and AI implementation. This study highlights the main issues related to the successful use of AI in international media that AI can produce new forms of journalism such as data journalism, algorithm journalism, automated journalism (Biswal & Gouda, 2020).

Journalist data is used to analyze patterns and help journalists identify trends. Algorithms are a cutting-edge journalism format that involves digital processing because there is an intersection between journalism and technology. This process is used to filter content published by the media and select content that is potentially newsworthy. Meanwhile, automated journalism functions to test new ways of packaging and distributing news content. AI is considered more efficient because it can schedule automatically. Old processes that are replaced by newer automation processes result in higher performance computing.

However, research shows that not everything can be done by AI. First, based on the aspect of utilizing AI technology in the media, it was found that algorithms can only describe events but cannot explain specific reasons. As a result, algorithms cannot

play a journalistic role in interpreting data and shaping media opinion (Jamil, 2020). Jobs that rely on feelings may be more important in the future because AI is designed to increase productivity, not replace it completely (Anantrasirichai & Bull, 2022).

Another use of AI is automated journalism, which is considered to be more effective and efficient (Chan Olmsted, 2019). The process is carried out by generating new knowledge from big data sets and algorithms that can automatically convert data into text without human involvement. The benefits of automation also create inequality where when the situation changes rapidly the technology is considered no longer flexible. In addition, AI is used to convert data sets into interesting and easy-to-read news. This convenience and utilization have made AI recognized by governments around the world as a potential driver of economic growth (Hall & Pesenti, 2017).

Furthermore, researchers see a gap in the literature regarding how AI specifically affects the need for workers in certain fields in the media industry. Claims that the ease of AI technology accelerates the work of journalists have also raised concerns in Indonesia that robots will replace the role of humans in working in almost all lines of life including the journalism profession (Ariestyani, 2019). So that in the future it will have an impact on the reduction of human resources which has the potential to cause new problems, namely increasing unemployment if workers do not improve their skills (Acemoglu & Restrepo, 2019). Therefore, researchers highlight the importance of this study to understand the specific impact of AI on the need for workers in the media industry, especially in the context of the ability to adapt and improve their skills in order to avoid potential layoffs.

The development of AI technology has an impact on the media industry, including commercial-based Suara.com and public-based Radio Republik Indonesia as sources of information that have different characteristics. These media are online news portals that have been recognized by the press council that rely on AI technology to support their operations and competitiveness. Suara.com has been utilizing AI since 2020 to optimize editorial workflow, content recommendation systems, and audience analysis to increase engagement and efficiency.

RRI began gradually implementing AI in 2021, focusing on automating content archiving and enhancing listener segmentation through intelligent broadcasting technology. This development highlights the importance of studying how digital media in Indonesia adapts to technological advancements to remain competitive in the digital era. Additionally, Suara.com's fast, adaptive, and innovative approach to technology use provides an excellent opportunity to explore how AI contributes to operational efficiency, addresses challenges, and impacts human resources. Thus,

Suara.com offers valuable insights into the influence of AI adoption within Indonesia's media industry.

As a state-owned public broadcasting institution, RRI plays a crucial role in disseminating information across Indonesia. RRI was chosen for this study because it represents the spirit of national radio development, serving as a platform to strengthen national character and promote unity. This research focuses on the impact of AI on media management. Preliminary findings suggest AI brings significant benefits in this area (Meena et al., 2020), but it also introduces important considerations. Given these complexities, the topic warrants further investigation to understand management practices and future sustainability prospects for media organizations. Specifically, this study will examine an organization within a targeted industry sector.

LITERATURE REVIEW

1. AI and the Transformation of Journalism

Previous studies have explored the complex relationship between artificial intelligence and journalistic practices. Biswal & Gouda (2020), in a study titled *Artificial Intelligence in Journalism: A Boon or Bane?*, highlights that while AI brings both opportunities and challenges to the journalism industry, there remains a significant gap in understanding its specific implications for media organizations in Indonesia—particularly in terms of its impact on human resources and the evolving skill sets required of journalists. Meanwhile, Jamil (2020), in his research on *Artificial Intelligence and Journalistic Practice: The Crossroads of Obstacles and Opportunities for the Pakistan Journalists*, examines how journalists in low-income countries experience the presence of technologically advanced newsrooms and AI integration. Unlike these prior works, the present study adopts the Social Construction of Technology (SCOT) framework, which views technology not as a deterministic force but as a product shaped by interactions among diverse social groups with varying interests, values, and interpretations.

Bhanuy et al. (2024), in their study *The Impact of Artificial Intelligence on Global Journalism Industry: An Analytical Study*, argue that the integration of AI into journalistic practices is becoming increasingly necessary as traditional models are being disrupted. They emphasize the urgent need for more comprehensive and regionally inclusive research, particularly from underrepresented regions such as Asia, Africa, and Latin America. In response to this call, the present study focuses on examining the impact of AI utilization on media management in Asia, specifically in the Indonesian context.

Complementing this perspective, Octavianto et al. (2024) analyzed how online media in Indonesia construct narratives about AI, which in turn shape public perceptions regarding the benefits and risks of the technology. Using topic modeling, their study identified dominant frames in AI-related news coverage, revealing how these narratives contribute to the ethical discourse surrounding AI in journalism. These findings underscore the significance of understanding media framing in shaping public attitudes toward technological developments and their societal implications.

2. Theoretical Framework: Social Construction of Technology (SCOT)

Social Construction of Technology (SCOT) is a theoretical framework used to understand how technology is developed, understood, and implemented through social processes. The theory explains that the development and final form of technology are not the result of technological determinism alone but are influenced by social interactions, values, and interpretations of community groups that have an influence in shaping the technology (Westrum, 1989; Bijker et al., 1987) explain three main concepts in the SCOT approach, namely interpretive flexibility refers to the fact that technology can be interpreted in various ways by different social groups. Relevant social groups refer to various social groups that play an important role in the process of technology construction and development. Closure and stabilization occur after a series of intense negotiations and debates between various social groups involved in the development and acceptance of technology. Stabilization is considered complete and no longer experiences major changes.

Communication experts (Fulk & Connie Yuan, 2017) argue that the use of technology in groups is not entirely driven by the characteristics of the technology itself but is heavily influenced by social interactions and influences from the environment. This approach challenges the view of technological determinism which assumes that technology linearly and independently influences society. In contrast, Fulk & Yuan (2017) suggest that technology and communication media in groups are perceived and used based on social influence.

This theory is relevant to use because it has been studied by communication experts and has been used in research with a communication context. Octavianto (2014) used SCOT to study new media while Permana & Gan (2022) used SCOT to analyze how social groups give meaning to technology. This study will describe and analyze with this theory how social groups at RRI and Suara.com adopt and shape AI according to organizational needs. In addition, this study analyzes the social consequences of implementing AI, especially in terms of the skills needed and the challenges faced by human resources.

3. Artificial Intelligence and Media Management Practices

AI is a branch of computer science that aims to make machines such as computers able to perform tasks as humans do. Initially, computers were only used as calculating tools. However, over time, the role of computers has become increasingly dominant in human life. (Jamaaluddin & Sulistyowati, 2021) Artificial Intelligence (AI) in foreign languages has roots in the Latin word "intelligo", which means I understand. In this context, "intelligence" is defined as the ability to understand and carry out actions with reliability. The main focus is on the ability of computers to imitate human intelligence.

(Mandamdari, 2024) defines management as a discipline that involves various processes and functions to manage resources effectively and achieve predetermined goals. Management involves planning, organizing, directing, controlling, and supervising, and involves decision making, communication, and developing effective work teams. Recently, the media landscape has experienced rapid and unprecedented transformation dynamics due to significant advances in Information and Communication Technology (ICT) that drive innovation for sustainability. AI has become a very useful tool in various aspects of human resource management (HR). (Palos-Sanchez et al., 2022) revealed that in talent search and recruitment, AI uses techniques such as data mining and machine learning to analyze candidate competencies and predict the fit between candidates and jobs. AI also plays a vital role in training and development, where expert systems recommend training programs that suit employee needs, while logic helps manage training schedules flexibly.

(Chan-Olmsted, 2019) describes the main areas of AI application in the media industry that reflect a strategic role in improving operational efficiency and content quality, including content recommendation and discovery, audience engagement, enhanced audience experience, message optimization, content management, content creation, audience insights, and operational automation. AI enables media organizations to deliver personalized content, drive more contextual interactions with audiences, and enhance user experiences through technologies such as virtual reality and augmented reality. AI also increases efficiency in production and distribution processes, including automated news writing, metadata management, and real-time audience preference analysis. These eight functions illustrate that AI is not just a technical tool, but serves as the foundation for digital transformation across the media value chain.

However, in its application, AI in the media industry has not been able to completely replace the role of humans, especially in the context of content production that

requires accurate information and editorial sensitivity. As stated by (Murbaningsih et al., 2025) even though AI is able to present basic information and the structure of script writing or content processing, the final result must still go through a verification process by humans because there is potential for errors in the data generated by the AI system.

This shows that in the context of local media TVRI AI currently functions more as a tool that accelerates the production process than as an entity that can fully stand alone in making editorial decisions or presenting content. Therefore, the role of editors, producers, and creative personnel remains crucial in ensuring the accuracy, relevance, and quality of content delivered to the public. This perspective is in line with the social approach to technology, which views AI as the result of the interaction between technical systems and human factors in the context of media. In addition, AI also helps in employee turnover analysis by predicting potential employee turnover based on historical data. By utilizing AI, organizations can improve efficiency and effectiveness in HR management. In utilizing AI, the importance of developing new skills for employees becomes increasingly crucial. As the use of advanced technologies such as AI in various aspects of HR management increases, employees need to develop relevant technical and non-technical skills to adapt to these changes. Skills in programming, data analysis, and a deep understanding of how AI works are in high demand.

Meanwhile, the relationship between AI and human resources in the media industry is more complex. There are concerns that the widespread adoption of AI could threaten jobs and create unemployment, especially for those who are not ready to adapt to this technology. In the Indonesian context, guidelines for the use of AI in journalism are still normative and unclear in their operations, thus creating challenges for journalists in ensuring transparency, accountability, and mitigating bias in content produced by AI (Sianturi, 2025). Therefore, media management needs to think about training and skills development strategies for employees so that they can adapt to technological changes and remain relevant in the digital era.

METHODOLOGY

This study uses an exploratory case study approach to understand the use of AI in the media industry in Indonesia, with Suara.com and RRI as analysis units. Case studies allow for in-depth exploration of phenomena in real contexts, while exploration helps identify initial patterns. This method refers to (Yin, 2014) with a multi-data source approach (interviews, internal reports, policies, regulations) to increase the validity of the findings. In data collection, this study uses a purposive sampling technique to ensure that informants have a direct connection to the use of AI in media management. The selection of informant categories was conducted

selectively based on their strategic and operational roles within the context of AI implementation, to ensure that the data obtained is truly representative and relevant to the research objectives.

The main informants consist of four categories, namely President Director, who is responsible for strategic leadership and operational management of the media, including policy formulation and resource management related to AI; Program and Production, who plays a role in planning and implementing journalistic programs and understanding the impact of AI on the content production process; Technology and New Media, which focuses on the development of media technology and digital innovation, so that they have important insights into the integration of AI in content distribution systems, data management, and the development of new platforms; and Human Resources, which is responsible for human resource management, including the impact of AI on organizational structures, training needs, and changes in employee roles in the era of digital transformation. The selection of informants follows the view (Patton, 1990) which emphasizes that purposive sampling aims to obtain rich and relevant data in order to explain the phenomenon in depth.

To ensure the validity and reliability of the data, this study applies source triangulation by combining various data collection techniques. Semi-structured interviews were conducted to obtain focused but flexible information regarding the implementation and impact of AI in the media environment, allowing further exploration of the experiences and views of informants from various backgrounds. In addition, Secondary data is analyzed in detail including internal reports that record the stages and results of AI implementation in media work processes, company policies that set the strategic direction of AI use, and technical documents related to the Content Management System (CMS), such as usage guidelines, AI tools, and AI integration in digital content management.

This analysis provides a comprehensive overview of the policy basis, technical procedures, and operational impacts of AI implementation in the media environment. Source triangulation in this study was used to compare and confirm the findings from interviews with various informants, such as media managers, journalists, and technology teams, with secondary data, such as company policies and internal reports, so that if there are significant differences in understanding about the implementation of AI, additional verification is needed through follow-up interviews or document analysis to ensure the accuracy and validity of the data so as to produce a more complete and objective picture of how AI is implemented and its impact on the media industry.

The qualitative data analysis model (Miles & Huberman, 1994) consists of three main stages that interact with each other: data reduction, data presentation, and drawing conclusions and verification. Data reduction is done by filtering and organizing data to focus more on aspects that are relevant to the research. Furthermore, the reduced data is presented in a systematic form to facilitate understanding of the patterns that emerge. The final stage is drawing conclusions and verification, where the findings are tested for validity through triangulation or confirmation with other data sources. This approach ensures that the analysis is carried out in depth and systematically so as to produce valid and accountable findings in research on the impact of AI utilization on the media industry in Indonesia.

RESULTS AND DISCUSSION

Data findings show that the use of Artificial Intelligence (AI) has become an urgent need for Suara.com and RRI media management in responding to the dynamics of changing audience trends and digital platforms. However, the main challenge in accepting AI technology lies in the absence of a business model that has an ideal regulatory reference. This has an impact on the media industry which has not been able to guarantee the sustainability of journalism-based media in Indonesia. On the other hand, the media continues to emphasize the limitations that the content produced, including with AI support, must remain balanced, valid, and in accordance with basic journalism principles.

Table 1. Comparison of AI Implementation: Suara.com vs. RRI

AI Acceptance	Impact on HR	Challenge	Solution
Suara.com: Adopting AI for content innovation; responding to disruption from aggregators, social media, and AI technology.	**Suara.com:** There are concerns about job losses; AI is used as a tool, not a replacement.	No AI regulation in media. Generational differences in technology adoption.	Use a hybrid human–AI approach. Develop an integrated content library.
RRI: AI for digital transformation of institutions; focusing on public service and journalistic values.	**RRI:** HR is safer because of civil servant status; focus on improving competency and new digital roles.	Content accuracy and ethics risks. Digital literacy and infrastructure limitations.	Apply content customization before publication. Ensure originality and verification of content.

Jono revealed that the main challenge in accepting AI technology lies in the business model that does not yet have an ideal regulatory reference to ensure the sustainability of journalism-based media in Indonesia (Suwarjono, Editor-in-Chief, November 18, 2024). Meanwhile, RRI limits that content must be balanced, valid, and in accordance with basic journalism principles. In the fast-moving digital era, the development of AI opens up new opportunities as well as brings challenges for the media to continue to adapt, especially in the context of accepting technology.

Both Suara.com and RRI implement a customization strategy before publication in response to the absence of clear regulations regarding the use of AI-based content in the media industry. This step ensures that the content produced reflects the identity of each media while distinguishing itself from generic articles produced by other platforms. Suara.com adjusts its writing style and perspective to reflect its characteristics as a modern digital news portal, while RRI focuses on content that is relevant to its mission as a public broadcasting institution. As conveyed by Sujai, writing cannot be completely replaced by AI tools, although both can function as tools to speed up information searches but still require structured writing skills and in accordance with applicable guidelines (Muhamad Sujai, director of technology and new media, November 18, 2024).

By ensuring the originality of the content, this strategy not only maintains credibility but also becomes an effort to anticipate potential legal and ethical issues that may arise in the future considering that regulations related to the use of AI in the media are still in the development stage. In addition, it is important to re-check information from various sources because information cannot be completely dependent on one source so that the verification and cross-checking process is key to ensuring the accuracy of the content.

Suara.com, as one of the media that is active in adopting technology, also faces three waves of disruption that have had a significant impact. First, the presence of a news aggregator platform that changes the way content is distributed where content from various media is centralized on one platform that replaces the traditional role of the media. Second, the dominance of social media which is the main place for content distribution and monetization which forces publishers to adapt their products to social media formats and algorithms. The third thing that is increasingly changing the media landscape is the rapid development of AI which not only affects the content production and distribution process but also the monetization model. AI with its increasingly sophisticated tools is starting to replace traditional methods in content creation and distribution and presents new challenges for the media industry in adjusting business strategies.

With the continuous advancement of technology, news publishers must adapt quickly in order to maintain relevance and competitiveness in the ever-changing media ecosystem. This disruption has made Suara.com also continue to develop various business models with media industry trends such as news commerce which combines news content and e-commerce through the serbaada.com platform, social media news which manages social media accounts for institutions and companies, especially on TikTok.

In addition, Suara.com manages the Content Creator Hub (Nexus Creator Hub) for influencers and creators, supports local media through the Local Media Community (LMC) with training programs and grants, and provides social media handling and production house services for multimedia content creation, public relations services to help distribute information and consultations related to issues faced by the media or companies. In addition, they provide premium video content creation and editing services for institutions or ministries that require high-quality visual presentations. Suara.com integrates AI as a strategic step to maintain sustainability amidst increasingly tight competition. With the right implementation, AI has the potential to help Suara.com overcome various obstacles while strengthening its position in the dynamic media industry landscape. The researcher's findings show that although AI brings challenges in the form of adapting to new work systems, media such as Suara.com have realized the importance of adopting this technology as an innovative step to stay relevant in the media industry.

“Adoption of new technologies is very important, especially AI to maintain sustainability and competitiveness in the digital era. If AI is not adopted optimally, there is a great risk for an organization to lag behind competitors and experience stagnation. Technology continues to develop rapidly and AI is one of the innovations that has great potential to bring significant changes in the way editorial and content production work. Without the use of AI, a media institution will have difficulty keeping up with the increasingly dynamic developments of the times, thus losing relevance amidst the competitive media industry.” (Sulton, Technology Team, November 18, 2024)

Meanwhile, RRI as a public media ensures that the AI technology innovation implemented is not just a trend but has a positive impact on audiences throughout Indonesia. The ongoing bureaucratic reform process allows RRI to be more dynamic and responsive to existing technological changes. Thus, AI in RRI is used carefully, especially in the context of strengthening news integrity. According to Hendrasmo's statement, RRI has different characteristics from other media so that it has its own way of adopting AI technology (I Hendrasmo, Editor-in-Chief, November 18, 2024). The acceptance of Artificial Intelligence (AI) technology in RRI media management shows a positive and adaptive attitude towards the rapid development of

technology. Although faced with internal challenges such as differences in work patterns between generations and limited human resources. However, RRI realizes the importance of this technology in supporting organizational performance, especially in facing the demands to produce content. The use of AI in RRI is also more focused on strategic objectives, namely to strengthen relevant and comprehensive public services and support the institution's mission in building national awareness through accurate and quality information.

“Initially there was hesitation to adopt AI technology, especially because of the assumption that this technology could replace the role of employees. However, along with the increasing need for content development and the limited number of employees, the presence of AI has proven to be very helpful, especially for senior employees. Senior employees initially had difficulty adapting because they were used to traditional work patterns. However, with the demands to produce more complete and accurate data, they slowly began to accept this technology. This adaptation process is only a matter of time, because in the end employees will get used to it and be able to utilize AI effectively to support their work.” (Dedi Suparman, Director of HR and General Affairs, November 11, 2024)

The use of Artificial Intelligence (AI) technology in Suara.com media management has a significant impact on HR. The role of traditional journalists is starting to change along with the increasing need for new skills such as prompting experts to operate AI. The need for continuous innovation development that encourages human resources (HR) to transform from traditional roles as journalists to more strategic roles as digital experts and consultants. This transformation is expected to increase operational efficiency while maintaining media relevance amidst increasingly competitive global challenges.

The impact of AI utilization on HR is also increasingly complex. There are concerns from employees about the potential for job loss. However, in contrast to this statement, Suara.com management is committed that in the future AI and journalists can complement each other. Journalists are still needed to verify content and ensure the quality of information while AI plays a role in increasing production efficiency. In line with that, Jono is of the opinion that “what is needed in the future for AI is to look for many new sources of information that come from the field that are still fresh to supply AI machines based on the latest prompting” (Suwarjono, Editor-in-Chief, November 18, 2024).

In addition, HR readiness is needed to adapt to this change, which Suara.com responded to by focusing on continuous training to improve employee competency in utilizing AI. Although the adoption of AI can accelerate media transformation, this

is done gradually by ensuring that HR remains relevant and irreplaceable because AI is a supporting tool that can strengthen the role of journalists in the media.

“Although AI can be very helpful in work, this technology cannot completely replace the role of humans. In the future, this technology will continue to function as a tool that supports and helps human work, not replaces it. This technology will reduce work time, make it easier to find ideas, especially for those who have difficulty finding inspiration. AI cannot completely replace the role of humans. In the workplace so far, AI has not had a negative impact on employee work and he hopes this will continue.” (Popi, HRD manager, November 18, 2024).

Unlike Suara.com, RRI has no concerns about reducing workers considering the status of RRI employees as civil servants or permanent employees with a more secure status. As a public broadcasting institution managed by the state, RRI has a more stable staffing structure where decisions regarding the workforce are more influenced by government policies and not solely by operational efficiency considerations like in private companies. This provides a sense of security for RRI employees in facing technological developments including the implementation of AI because it emphasizes improving the role and skills of employees rather than reducing the number of workers.

The main problem faced by RRI is how to adapt human resources to the changes that occur considering that RRI as a bureaucratic media institution has a different business model and a more rigid structure compared to private media. In accordance with Hendrasmo's statement, “RRI realizes that the main thing now is to build human resources to improve quality” (Hendrasmo, Editor-in-Chief, November 18, 2024). So RRI needs to ensure that its human resources have adequate competence to work with AI technology.

The impacts include a skills gap both in terms of understanding technology and the ability to collaborate with AI systems. Therefore, RRI conducts competency mapping, routine training, and certification so that employees are ready to face increasingly rapid technological changes and utilize AI to improve organizational performance and efficiency considering RRI's diverse generational human resources and strives to unite them to be in line with organizational goals.

“RRI continues to strive to improve employee capacity by holding routine training tailored to their respective positions. This training aims to develop employee competency and provide opportunities for each individual to learn new things that are relevant to their duties. The purpose of this capacity improvement is not only to keep up with existing job developments, but also to prepare employees to face

new challenges, especially in the era of AI technology development. By continuing to develop employee capabilities, the company hopes to maintain competitiveness and readiness to face changes that occur in the future." (Dedi Suparman, Director of HR and General Affairs, November 11, 2024)

Next, this section discusses the impact of AI utilization on media management in Indonesia with a focus on Suara.com and RRI media. This analysis integrates the data obtained with the theories and conceptual frameworks that have been described so that they can provide answers to the formulation of research problems. This study uses an approach with the Social Construction of Technology (SCOT) theory developed by Trevor Pinch and Wiebe Bijker (1984). This theory argues that technological development is not only influenced by technical or functional aspects but also by social, cultural factors, and interactions between actors involved in the development process (Westrum, 1989). In the context of AI utilization in the Indonesian media industry, this theory explains that the implementation of AI is not merely a neutral result of technological progress but rather a product of social dynamics involving various interests, values, and interpretations from interested parties.

Interpretive flexibility in this theory refers to the ability of organizations or individuals to interpret technology flexibly according to existing needs and contexts. In the context of AI implementation in the media industry, interpretive flexibility is key in determining how AI is implemented and utilized in media management. Based on the researcher's findings, Suara.com and RRI media are flexible in adopting AI, but the decision is not solely driven by the need for efficiency and speed in producing content. There are differences in how the media implement AI based on journalism values and different media orientations.

The acceptance process is influenced by the social interpretation of AI both from the perspective of media management. First, media management tends to see AI as an opportunity to increase competitiveness through efficiency, productivity, and quality of content production. In the SCOT framework, this shows that this interest group interprets AI as a solution to economic challenges and market demands. Second, some journalists view AI as a threat to their jobs, the need for adaptation influenced by perceptions of the impact of technology on the values of journalistic professionalism.

Social construction in the media emphasizes how norms, regulations, and policies are formed to regulate AI technology. This process is not influenced by existing social, political, and economic dynamics. The decision to prioritize accuracy over speed in producing news content shows that media organizations interpret AI as a

tool to support the credibility of journalism. In this construction, accuracy reflects traditional journalism values such as truth and public responsibility that are maintained even though the media is under pressure to compete in the digital era. However, this decision is also the result of social negotiations between actors, media management, each of which has different interests and interpretations of AI technology. In this negotiation process, actors with greater power such as media management as policy makers tend to have a more dominant influence. The media management policies that are formed reflect social constructions that are influenced by the interests of media organizations.

Some media organizations show resistance or hesitation, what we can call “closedness,” towards adopting advanced technology like AI. This resistance often comes from worries about negative impacts, especially how automation might replace human jobs and affect the quality of journalism. At Suara.com and RRI, fears of job losses make some journalists reject AI, worried that machines will take over their roles. Another reason for this resistance is a lack of understanding about how AI works, which makes it seem threatening. Media management also shows hesitation, reluctant to invest large amounts of money in new technology without any guarantees it will succeed or deliver the expected results.

Furthermore, stabilization at Suara.com and RRI serves to ensure that the implementation of AI does not shake the existing structure without sacrificing the quality and integrity of journalistic products. Stabilization also involves an adequate adaptation process for media workers so that they can work with technology without feeling significant disruption in their routines. With good stabilization, media organizations can achieve synergy between technology and human workers to create better results without disrupting the existing work structure.

This study is in line with previous studies. Biswal & Gouda (2020) explains that the digital revolution has an important role in driving the development of a country even though its implementation shows differences between developed and developing countries. In the context of communication, Biswal & Gouda (2020) argues that technology, especially media, has a major influence in shaping society. McLuhan stated that "the medium is the message", which means that media as a communication channel plays a role in influencing the way we think, interact, and understand the world. McLuhan claims that each type of media or technology has a certain impact on people's perceptions, even creating new social and cultural realities. In this case, the media not only conveys information but also shapes the social structure, values, and mindset of society. Media is not just a passive channel. More than that, the media is active in shaping the experience and understanding of messages.

Thus, in McLuhan's view, media has the ability to change the way we think about others, ourselves, and the world around us (West & Turner, 2024). McLuhan argues that technology, especially media, can change society. The other side of the statement (Castells, 2010) is more suitable to be applied to this study, technology does not determine society but society shapes technology according to the needs, values, and interests of the people who use it. Social groups that manage technology or media management have a more important role than the technology itself. This means that technology and media are only tools while social actors are the main elements as drivers in accepting technology that play a greater role in directing technological developments according to their media needs.

(Jamil, 2020) notes that Pakistani journalists generally perceive AI machines simply as intermediaries in the communication process—that is, just another communication medium. This study takes a different angle by applying the Social Construction of Technology (SCOT) framework to analyze AI adoption from a media management perspective. It highlights how organizational acceptance shapes the interpretation and use of AI technology, signaling a shift beyond the traditional view. Supporting this, recent research (Sharmila Bhanuy et al., 2024) shows that many media organizations worldwide are leveraging AI to boost content efficiency. Indonesia, similarly, holds strong potential to automate routine tasks through AI adoption.

The views of Pakistani journalists conveyed by Jamil (2020) provide an interesting perspective. In contrast to the resistance of Pakistani journalists, journalists in Indonesia show the potential for greater collaboration with AI, although they continue to emphasize the importance of humans in maintaining journalistic values and communication integrity, especially in digital media such as Suara.com, which tends to be more open to the role of AI, recognizing its benefits in improving work efficiency, although there are still concerns about its impact on human labor.

Meanwhile, RRI, as a traditional media, still faces greater challenges in integrating AI. This perspective highlights that the acceptance of AI in journalism is heavily influenced by technological readiness, cultural context, and the level of adaptation in each country. This study, which focuses on the use of AI in Indonesian media such as Suara.com and RRI, shares the same obstacles faced by journalists in Pakistan as outlined (Jamil, 2020), which provides an interesting perspective for comparison. While emphasizing that the economic context, policies, and infrastructure greatly influence the success of traditional media such as RRI, this study shows that digital-based media such as Suara.com have been more advanced in adopting AI.

However, some of the obstacles revealed by Jamil, such as the importance of quality data and the need for journalist training in AI technology, are also relevant in Indonesia. The researchers found that although AI increases work efficiency, workforce resistance to new technologies remains a challenge, especially in traditional media. The results of the study show that the media industry in Indonesia does not have the potential to experience significant reductions in workers, the potential for employee turnover is also small because it is predicted that there will be a shift in the need for expertise that requires HR to adapt to new roles. Future predictions, although the majority of users access information more through social media, the role of the media remains vital as the main reference for verifying facts.

CONCLUSION

The use of AI technology in the media industry, especially in Suara.com and RRI media, has had a significant impact in the context of media management and human resource management (HR). Based on the theory of social construction of technology, the application of AI in the media industry does not directly affect media management. This is because the acceptance of AI technology is greatly influenced by social groups in the organization. These social groups have the power to influence decisions that act as the main actors in the acceptance of technology. Media management can decide whether AI technology will be accepted and used or not.

In addition, from the HR aspect, the use of AI in media management shows that although some jobs will be replaced by automation, AI technology will not replace the role of humans in the media industry and will instead open up new opportunities that require different skills and expertise. Jobs that are more based on data analysis, as well as creative thinking skills, will be increasingly sought after.

New professions such as data analysts, algorithm developers, and even prompting specialists will become increasingly important fields in the media industry. Media management must prepare its workers to adapt to new technologies by providing relevant training, as well as encouraging career development that can help media workers move to new roles that are more focused on added value and innovation.

Therefore, the role of media management becomes very important to ensure that workers can smoothly transition to jobs that are more in line with the needs of this industry. In the future, the media will have an important role as a verifier of data supervisors to ensure that information conveyed to the public remains reliable and in accordance with existing journalistic standards. This is where the role of media workers as guardians of truth, data managers, and ethics supervisors remains very relevant. Thus, the application of AI in the media industry must be carried out

wisely, considering the ethical aspects, quality, and welfare of media workers who will adapt to this change.

This study found that AI adoption in Suara.com was characterized by agile, innovation-driven management, whereas RRI's adoption was slower but grounded in public service values. The difference reflects how organizational orientation and structure shape the interpretive flexibility of technology adoption. In both institutions, human resources are not replaced but reoriented, toward prompting, verification, and digital adaptation, reflecting the central role of journalists as ethical gatekeepers in AI-supported workflows. These findings underscore that the success of AI integration lies not only in the technology but in how organizations construct meaning and enact strategy around it.

The importance of regulation in the application of artificial intelligence (AI) technology in the media industry cannot be ignored. Regulations that will govern the use of AI in the media sector need to be introduced to ensure that this technology is used responsibly, while still upholding the foundational principles of journalism. In addition, regulations can also help protect media workers from the potential negative impacts of AI on their work. With the right regulatory framework, the media industry can optimally harness the potential of AI while maintaining its journalistic integrity.

Moreover, the recent wave of layoffs in the media industry is clear evidence of the impact of accelerating digital transformation, including the adoption of AI. On one hand, AI allows for operational efficiency and faster content production; on the other hand, this often coincides with workforce rationalization in areas considered automatable. In this context, media management must exercise caution when integrating AI technology, ensuring that the process is just, sustainable, and aligned with long-term human development goals. Therefore, the use of AI in the future needs to be accompanied by a comprehensive social risk mitigation strategy, including protection of workers and systematic transformation of media workforce competencies.

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