

Transformation of Journalistic Work Culture in the Era Media Convergence at Palangka Post and Infokalteng in Palangka Raya City

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ABSTRACT

Media convergence has fundamentally transformed journalistic work by reshaping organizational culture, job design, work demands, and human resource management practices. This study aims to analyze the transformation of journalistic work culture within media organizations implementing media convergence by employing the Human Resource Management perspective through the concepts of work redesign and the Job Demands–Resources (JD-R) Model. A qualitative approach with a multiple case study design was employed in two local media organizations in Palangka Raya, namely SKH Palangka Post and Infokalteng. Data were collected through in-depth interviews with eight informants, non-participant observation, document analysis, and were analyzed using NVivo through open coding, axial coding, and selective coding. The findings reveal that media convergence has transformed organizational work culture, redesigned journalistic jobs into multi-platform practices, increased job demands through tighter deadlines, multitasking, and work intensification, while simultaneously requiring organizations to provide adequate job resources, including editorial support, newsroom coordination, digital competency development, and technological facilities. The study concludes that successful transformation of journalistic work culture depends not only on technological adoption but also on maintaining a balance between job demands and job resources to sustain journalistic quality. These findings strengthen the contribution of Human Resource Management perspectives in explaining work culture transformation within media organizations in the era of media convergence.

INTRODUCTION

Developments in information and communication technology have driven fundamental changes in the media industry. Digitalization is transforming the way media organizations produce, distribute, and consume information through the integration of various communication platforms into a single work system, known as media convergence. These

changes not only impact technological aspects but also alter journalistic work patterns, organizational structures, work culture, and human resource management strategies. Media organizations are required to adapt to changes in the increasingly competitive business environment while maintaining the quality of their journalistic products (Abdullah, 2020; Lubis & Sazali, 2025; Deuze & Witschge, 2017).

Media convergence has transformed the nature of journalists' work from a previously specialized role to one that demands multi-platform competency. Journalists are no longer solely tasked with reporting and writing news, but are also required to produce photos, videos, and social media content, as well as publish quickly on various digital platforms. These changes represent a form of work redesign that has increased job complexity and transformed the work culture within media organizations (Bona & Destarini, 2025; Masduki & Prastya, 2022; Nugroho & Irwansyah, 2021).

These changes in work culture have been accompanied by increasing *job demands* in the form of time pressure, productivity demands, multitasking, and the need to master digital technology. Meanwhile, media organizations must provide *job resources* in the form of editorial support, training, supporting technology, work coordination, and an organizational climate that maintains the motivation and well-being of journalistic workers. Striking a balance between job demands and job resources is crucial for maintaining the quality of journalistic work amidst the digital transformation (Bakker & Demerouti, 2007).

Various previous studies have discussed media convergence from the perspectives of communication, information technology, and journalistic practice. However, most research still focuses on changes in the news production process or the use of digital technology. Studies that integrate Human Resource Management perspectives, particularly through *the Organizational Culture*, *Work Redesign*, and *Job Demands–Resources Model approaches*, to explain the transformation of journalistic work culture in local media organizations are still relatively limited. This gap indicates the need for research that can explain how work culture changes occur in response to media convergence (Schein, 2010).

This research was conducted at two media organizations in Palangka Raya City: SKH Palangka Post and Infokalteng. Both organizations were chosen because they both implement media convergence, but have different organizational characteristics, editorial management patterns, and adaptation strategies. These differences provide an opportunity to analyze the transformation of work culture through a multiple case study approach to obtain a more comprehensive picture of the dynamics of media organizational change in the digital era (Yin, 2018).

The novelty of this research lies in the development of a journalistic work culture transformation model that integrates the concepts of *work redesign*, *job demands*, *job resources*, and organizational culture in explaining the process of media organizations adapting to media convergence. Unlike previous studies that have primarily examined technological aspects or journalistic practices separately, this study places the transformation of work culture at the center of analysis from a Human Resource Management perspective,

thus explaining the relationship between changes in job design, increased job demands, organizational resource provision, and the sustainability of journalistic quality.

Based on the description, this study aims to analyze the transformation of journalistic work culture in media organizations in facing media convergence, explain the changes in job design that occur, identify the forms of job demands and job resources that develop in organizations, and formulate a work culture transformation model that supports the sustainability of media organizations in the digital era.

RESEARCH METHODS

This research uses a qualitative approach with a *multiple case study design* to gain an in-depth understanding of the transformation of journalistic work culture in media organizations implementing media convergence. The qualitative approach was chosen because it is able to explore the meaning, experiences, and dynamics of work culture changes experienced by media organizations in a real context. Meanwhile, the case study design is used to explain the phenomenon contextually through various sources of evidence, making it suitable to answer the question of how and why work culture transformation occurs in media organizations in the digital era. The research was conducted at two media organizations in Palangka Raya City, namely Palangka Post and Infokalteng, which were chosen because they have implemented media convergence in the process of news production and distribution. The *multiple case study approach* allows for cross - *case analysis* to identify similarities and differences in the patterns of work culture transformation in the two media organizations.

The research focuses on the transformation of journalistic work culture, changes in work management systems, work redesign , increased job demands, provision of job resources, and various work risks that arise as a consequence of the implementation of media convergence. Conceptually, the research uses Schein's *Organizational Culture Model as a grand theory* and Bakker and Demerouti's *Job Demands–Resources (JD-R) Model as a middle-range theory* to explain the relationship between media convergence, work culture, editorial management systems, and journalistic work risks.

Research informants were selected using a purposive sampling technique, taking into account direct involvement in newsroom activities, a minimum of one year of work experience, and an understanding of media convergence implementation. The study involved eight informants from two media organizations, each consisting of an editor-in-chief, an editor, and a journalist. This composition of informants was selected to obtain a comprehensive perspective on the editorial decision-making process, work coordination, coverage execution, and the implementation of digital transformation within media organizations.

Data collection was conducted through in-depth interviews, non-participant observation, and documentation studies. Semi-structured interviews were conducted with all informants, lasting approximately 45–90 minutes, using interview guidelines developed based on the research focus. Non-participant observation was conducted in the newsroom to observe work

processes, inter-departmental coordination, the use of digital technology, and the dynamics of the organization's work culture. Documentation studies were used to supplement the data through analysis of organizational documents, including the editorial organizational structure, editorial guidelines, news archives, and other supporting documents. The application of these various techniques aimed to increase the depth of information while supporting the data triangulation process.

Data analysis was conducted in stages following the principles of qualitative research with the help of NVivo 15 software. The analysis process began with the reduction and organization of data from interviews, observations, and documentation, then continued with the process of *open coding*, *axial coding*, and *selective coding* to identify the main themes of the research. Furthermore, the analysis was conducted using *pattern matching techniques*, *explanation building*, and *cross-case analysis* as recommended by Yin, thus allowing comparison of findings between Palangka Post and Infokalteng based on previously formulated research propositions.

To ensure data validity, the study implemented credibility tests through source triangulation, technical triangulation, and time triangulation. The validity of the findings was strengthened by comparing interview results, field observations, and organizational documentation, ensuring a clear *chain of evidence for each finding*. Furthermore, a case study database was compiled, consisting of interview transcripts, field notes, observation photos, and organizational documents, to enhance the research's reliability and ensure that every interpretation could be traced back to the data sources used.

RESULTS AND DISCUSSION

Transformation of Journalistic Work Culture in Media Organizations

The research results show that the transformation of journalistic work culture in media organizations is a direct consequence of the implementation of media convergence and the digitalization of the news production process. The analysis was conducted on two media organizations in Palangka Raya City: Palangka Post and Infokalteng, through in-depth interviews, non-participant observation, documentation studies, and data analysis using NVivo 15. The entire analysis process produced main themes that explain changes in work culture, job design, job demands, organizational support, and the quality of journalistic products.

Initial analysis using open coding produced a number of codes that were then grouped through axial coding into six main categories: Transformation of Journalistic Work Culture, Work Redesign, Digitalization of News Production Processes, *Job Demands* and *Work Intensification*, *Job Resources*, and Journalistic Product Quality. These six categories were then synthesized into research themes that form the basis of the discussion.

Word Cloud, *Hierarchy Chart*, and *Matrix Coding Query* visualizations show that the most dominant words in all interview transcripts are news, media, journalist, journalism, work, digital, and editorial. The dominance of these words indicates that the transformation of

work culture is centered on changes in journalistic activities, the use of digital technology, and adjustments to coordination patterns in the newsroom. Digitalization is seen as the main driving force that changes the work systems of media organizations.

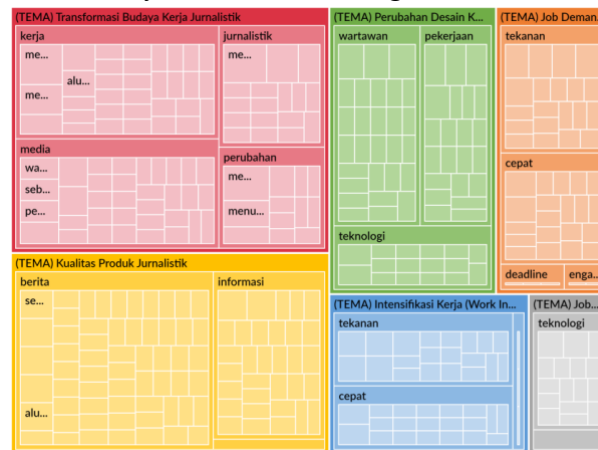


Figure 1 . Hierarchy Chart

The hierarchy chart results show that the Transformation of Journalism's Work Culture was the most dominant theme compared to other themes. This finding indicates that the experiences of all informants were more related to changes in work culture as a consequence of the implementation of media convergence. Furthermore, the themes of Changes in Work Design, *Job Demands*, and *Work Intensification* also emerged strongly, demonstrating that digitalization not only changes organizational structures but also increases the intensity of journalists' work.

These findings are reinforced by the results of the Matrix Coding Query. The analysis shows that the theme of Transformation of Journalistic Work Culture has the highest frequency of occurrence across all informants. Informants A-06 and A-08 provided the most references to changes in work culture, followed by A-01, A-05, A-02, A-04, A-03, and A-07. This condition indicates that the transformation of work culture is a phenomenon that is felt equally in both media organizations. The theme of Changes in Work Design also has high intensity, especially related to changes in journalists' duties, increasing digital competencies, and the use of technology in the journalistic process. Meanwhile, the theme of Job Demands is dominated by discussions about deadline pressure, accelerated news production, and increased workload, while the theme of Job Resources is more related to editorial support, organizational awards, and a conducive work atmosphere.

Table 1. Matrix Coding Query Summary

Theme	Informant							
	A-01	A-02	A-03	A-04	A-05	A-06	A-07	A-08
Work Intensification	0	4	0	0	4	12	0	17
Job Demands	0	4	0	0	4	12	0	17
Job Resources	2	1	0	1	2	5	0	4
Quality of Journalistic Products	0	4	1	3	3	15	1	16

Work Redesign	4	1	2	2	5	9	0	19
Transformation of Journalism Work Culture	6	4	3	3	4	23	2	17

The results of the category grouping through axial coding show that the Transformation of Journalistic Work Culture category is formed by four main codes, namely change, work, journalism, and media. These categories indicate that media convergence not only changes the use of technology, but also changes the pattern of coordination, division of tasks, and journalistic practices within the organization. Furthermore, the Change in Work Design category is formed by the codes technology, work, and journalists, which describe the expansion of duties and changes in competencies that journalists must have. The *Job Demands category* is formed by the codes speed, *deadline*, and pressure, while the *Job Resources category* is represented by the form of organizational appreciation for journalists. At the same time, the Journalistic Product Quality category is formed by the codes news, information, and accuracy, which shows that media organizations continue to maintain information quality despite facing demands for speed in news production.

These findings indicate that the transformation of work culture does not stop at technological change, but rather develops into changes in values, communication patterns, coordination mechanisms, and human resource management systems. Media convergence encourages media organizations to build a work culture that is more adaptive to changes in the digital environment while maintaining journalistic principles. These results reinforce the view that digital transformation must be understood as a comprehensive organizational change process involving aspects of work culture, job design, and human resource management, not simply technology adoption.

Work Redesign in Media Organizations

One of the main findings of this study is the change in work design (*work redesign*) as a consequence of the implementation of media convergence in media organizations. The analysis shows that digital transformation not only changes the media for disseminating information but also changes the work structure, division of tasks, competencies, and coordination mechanisms within the newsroom. These changes occur gradually as organizations increase their need to produce information quickly through various digital platforms without compromising journalistic quality.

In both media organizations studied, journalists no longer perform the sole function of news writers, as in conventional media systems. The implementation of media convergence encourages journalists to perform various functions simultaneously (*multiskilled journalism*), from coverage planning, data collection, news writing, photo and video shooting, content editing, to publication through online media and the organization's social media. These changes indicate that job design is evolving from specialization to more flexible, adaptive, and digitally competency-based work.

Interviews with informants indicate that expanding the scope of work has become part of the new work culture in newsrooms. Journalists are required not only to master conventional journalistic skills but also to be able to operate various digital devices, understand the characteristics of each media platform, and be able to adapt information presentation to audience needs. Thus, changes in work design involve not only increasing the workload but also changing the competencies that every journalist must possess to remain relevant in the digital media environment.

NVivo analysis using *the Hierarchy Chart* shows that the Work Redesign category *has* a very strong relationship with the Transformation of Journalism Work Culture category. This relationship indicates that changes in work culture cannot be separated from changes in job design. The higher the level of media convergence implementation, the greater the need for organizations to make adjustments to the division of labor, coordination patterns, decision-making mechanisms, and human resource competencies.

In addition to changes in individual tasks, the study also found changes in the editorial coordination system. Before the implementation of media convergence, the journalistic workflow was linear, from reporting and writing to editing, and finally publication in print media. After the implementation of media convergence, the process became more dynamic because information had to be published quickly across multiple platforms almost simultaneously. This situation led to more intensive coordination among editorial staff and demanded more effective communication at every stage of news production.

Research findings also indicate that changes in work design are accompanied by shifts in leadership patterns within media organizations. Editors-in-chief no longer solely act as editorial decision-makers, but also serve as facilitators in the digital adaptation process through more flexible task allocation, guidance on technology use, and journalist competency development. These changing roles demonstrate that the transformation of work culture is taking place comprehensively and involving all elements of the organization.

From a Human Resource Management perspective, these findings suggest that *work redesign* is an organizational strategy for adapting job characteristics to changes in the external environment. More flexible job design allows media organizations to improve the effectiveness of news production processes while accelerating the distribution of information to the public. However, these changes also increase job complexity, requiring balance with the development of digital competencies, effective coordination systems, and adequate organizational support to prevent a decline in the quality of journalistic work.

The results of this study align with the concept of *work redesign*, which explains that technological change drives organizations to adjust their work structures, task allocation, and human resource competencies. In the context of media organizations, media convergence has resulted in more adaptive work designs through the implementation of multitasking, cross-functional collaboration, and the use of digital technology as part of the organization's work culture. Thus, the transformation of journalistic work culture is not only marked by changes in

organizational values and behavior, but also by changes in job design that support the sustainability of media organizations in the digital era.

Job Demands and Work Intensification in Media Convergence

Research findings indicate that the implementation of media convergence not only changes job design but also increases the job demands *faced* by journalists. Based on interviews, observations, and analysis using NVivo, increased job demands are one of the main consequences of digital transformation in media organizations. These changes are characterized by increased deadline pressure, accelerated news production cycles, expanded journalists' responsibilities, and the need to produce content that can be published simultaneously on multiple media platforms.

Research shows that journalists at Palangka Post and Infokalteng no longer work based solely on the media production cycle, but must instead follow the 24-hour digital news rhythm. Every newsworthy event is required to be immediately published online, then developed into content suitable for social media and print. This results in a faster work cycle than conventional journalistic work patterns.

The increased work demands are also reflected in the increasing number of activities required to complete a single reporting process. Journalists are not only responsible for gathering information and writing news stories, but are also responsible for documenting activities through photos and videos, performing simple editing, and ensuring content can be published on various digital platforms according to the characteristics of each media outlet. This expansion of responsibilities is a form of work intensification, namely the increased intensity of work due to the increasing volume of tasks within a relatively fixed timeframe.

Matrix Coding Query analysis showed that the theme of *Job Demands* emerged consistently across all research informants. The intensity of discussions regarding work pressures primarily concerned the demands for speed in delivering information, achieving productivity targets, adapting to technological developments, and the need to maintain news accuracy despite time pressures. These findings indicate that increasing work demands are a shared experience shared by all editorial staff at both media organizations.

In addition to time pressures, research also found increasingly complex competency demands. Media convergence requires journalists to master a variety of digital skills, including the use of editing software, digital content management, social media utilization, and the ability to understand audience behavior on various platforms. Thus, increasing job demands relate not only to the quantity of work but also to the increasing competency standards journalists must possess to work effectively in a digital media environment.

From the perspective of the *Job Demands–Resources (JD-R) Model*, these conditions indicate that media convergence increases various forms of job demands, including physical, cognitive, and emotional demands. The pressure to work faster, produce more diverse content, and maintain journalistic quality has the potential to lead to burnout if not balanced with adequate organizational resources. Therefore, media organizations are not only required to

undergo technological transformation but also to develop human resource management systems capable of maintaining a balance between job demands and employee capacity.

However, research results show that increased job demands are not always perceived as negative. Some informants view these changes as part of the process of professionalization and adaptation to developments in the media industry. Mastery of digital skills, the ability to work across platforms, and increased productivity are seen as competencies that modern journalists must possess to remain competitive amidst the changing media ecosystem. Thus, digital transformation is understood not only as an increase in workload, but also as an opportunity to enhance journalists' professional capacity (Deuze & Witschge, 2017).

These findings reinforce the *Job Demands–Resources (JD-R) Model*, which states that increased work demands are a logical consequence of organizational change. In the context of this research, media convergence has been shown to increase the complexity of journalistic work through the acceleration of news production processes, the expansion of tasks, and the demand for digital technology mastery. However, the negative impacts of these increased demands can be minimized if the organization is able to provide adequate job resources as a balancing mechanism. This condition then forms the basis for the formation of the journalistic work culture transformation model produced in this study (Bakker & Demerouti, 2007).

The research confirms that digital transformation has shifted the characteristics of journalistic work from a specialized one to one that demands flexibility, collaboration, and multidimensional competencies. This finding aligns with the concept of work intensification, which explains that technological advancements do not always reduce workloads but instead increase work intensity through additional task types, accelerated work processes, and heightened organizational expectations of workers.

From the perspective of the *JD-R Model*, the increase in *job demands* found in this study cannot be separated from the changes in job design (*work redesign*) discussed in the previous section. The higher the level of media convergence implemented by an organization, the higher the demands on competence, productivity, and adaptation that journalists must meet. Therefore, the success of work culture transformation depends not only on the individual's ability to adapt, but also on the organization's ability to provide adequate support. These findings provide a link to the next discussion on Job Resources, namely various forms of organizational support that play a role in maintaining a balance between work demands and the sustainability of journalistic quality.

Job Resources as a Supporting Factor for Work Culture Transformation

The research findings indicate that the increase in *job demands* resulting from the implementation of media convergence is offset by the provision of *job resources*, which serve as organizational resources to support the adaptation of journalistic workers. Based on interviews, observations, documentation, and analysis using NVivo, job resources are manifested not only in the form of digital technology, but also through editorial leadership, work coordination, competency development, organizational communication, and a work

culture that encourages collaboration between personnel. These conditions indicate that media organizations recognize that the success of digital transformation is determined not only by individual capabilities but also by ongoing organizational support.

At Palangka Post and Infokalteng, the support of the editors-in-chief is a key resource in navigating changes in work culture. The editors-in-chief not only oversee the quality of reporting but also act as facilitators, guiding the adaptation process to digital work systems. Through more intensive coordination, flexible task allocation, and open communication, the editors-in-chief help journalists navigate the increasingly rapid work rhythms resulting from media convergence.

In addition to leadership, research has found that developing digital competencies is a crucial form of job resource. Media organizations encourage journalists to improve their skills in utilizing digital technology, operating various tools to support news production, understanding the characteristics of social media, and producing content tailored to the needs of each platform. These efforts are part of the organization's strategy to ensure that changes in work design are accompanied by improvements in human resource capacity. Thus, the transformation of work culture occurs through a continuous organizational learning process (Widjaja et al., 2026).

Research findings also indicate that editorial communication and coordination are crucial elements in maintaining work effectiveness in newsrooms that have implemented media convergence. Increased frequency of communication between journalists, editors, and editors-in-chief allows for faster information verification, task allocation, and problem resolution. This coordination mechanism is a factor that can reduce uncertainty in the work process while maintaining the quality of journalistic products despite the pressure on organizations to publish news quickly (Abim Pramudya et al., 2023).

Matrix Coding Query analysis shows that the *Job Resources theme* is strongly linked to the Transformation of Journalistic Work Culture and the Quality of Journalistic Products. This suggests that providing organizational resources not only serves to mitigate the negative impacts of increased job demands but also contributes to the organization's success in maintaining standards of journalistic professionalism. Organizations that are able to provide adequate support tend to be better able to adapt to changes in the digital media environment.

From the perspective of the *Job Demands–Resources (JD-R) Model*, research results show that job resources act as a buffering mechanism against increasing work demands. Organizational support through leadership, communication, coordination, competency development, and technology utilization can help journalists manage work pressures to prevent burnout or a decline in performance quality. Thus, the existence of job resources is a strategic factor in maintaining the sustainability of work culture transformation in media organizations.

The research findings support Bakker and Demerouti's argument that *job resources* serve a dual purpose: increasing work motivation while reducing the negative impact of job demands. In the context of media organizations, these resources are not limited to physical

facilities or technology, but also encompass social and organizational aspects, such as adaptive leadership, effective communication, a collaborative culture, and opportunities to develop professional competencies.

This research also shows that successful work culture transformation requires a balance between technological change and changes in human resource management systems. Media organizations that focus solely on digitalization without strengthening *job resources* are likely to face declining work quality, increased psychological stress, and reduced employee adaptability. Conversely, organizations that provide adequate organizational support are better prepared to face changes in the media environment and maintain the quality of their journalistic products.

These findings broaden the application of *the JD-R Model* to the context of local media organizations in Indonesia. While previous research has primarily focused on the industrial or service sectors, these findings demonstrate that the concept of job resources is also relevant for explaining the success of work culture transformation in the media industry facing media convergence. Therefore, the balance between job demands and job resources is a key foundation for building adaptive, innovative, and sustainable media organizations in the digital era.

A Model for Transforming Journalistic Work Culture in Facing Media Convergence

The synthesis of research results shows that the transformation of journalistic work culture is a gradual and systematic process as a response of media organizations to digital transformation. Based on the results of multiple case studies on Palangka Post and Infokalteng, cross *-case analysis*, and theme mapping using NVivo, this study produces a conceptual model that describes the causal relationship between variables in shaping a sustainable journalistic work culture in the era of media convergence.

This conceptual model positions digital transformation as an external factor that is the primary driver of change in media organizations. Developments in information technology, the internet, social media, and digital platforms have altered patterns of information production, distribution, and consumption. These changes have encouraged media organizations to adopt media convergence as both a business and editorial strategy to maintain competitiveness amidst changing audience behavior and evolving media industry trends.

The implementation of media convergence has further driven a transformation in work culture within media organizations. Research shows that work culture has shifted from a single-media-oriented work system to one that is more adaptive, flexible, collaborative, and digitally based. These changes have not only altered the way journalists work but also influenced organizational communication patterns, editorial coordination, decision-making, and the professional values that develop within media organizations.

The transformation of work culture then developed through two complementary pathways of change. The first pathway was realized through work redesign, namely

adjustments to the design of journalists' jobs as a consequence of the implementation of media convergence. Organizations made changes to the division of tasks, responsibilities, competencies, and work patterns so that journalists no longer only carried out reporting and writing functions, but were also required to be able to produce multiplatform content, master digital technology, and adapt to a faster news production rhythm. These changes in job design resulted in increased job demands, such as deadline pressure, work intensification, multitasking, accelerated news production, and increasingly complex digital competency demands.

The second pathway involves strengthening organizational culture as a foundation for addressing changes in the work environment. Research shows that media organizations build cultures that emphasize collaboration, open communication, adaptive leadership, continuous learning, and support for human resource competency development. This strengthening of organizational culture results in job resources, namely various forms of organizational support in the form of editorial leadership, work coordination, training, technology utilization, and a conducive work environment to help journalists cope with increasing job demands (Schein, 2010).

The research findings show that *job demands* and *job resources* do not operate in isolation but interact to shape an organization's risk management capabilities. Increased work demands due to media convergence have the potential to create various risks, such as burnout, decreased reporting accuracy, psychological stress, and conflicts between speed and quality of information. However, these risks can be minimized if the organization is able to provide adequate *job resources* as a balancing mechanism. Therefore, risk management in media organizations focuses not only on controlling operational risks but also encompasses managing human resource risks by balancing work demands with organizational support (Cao et al., 2025).

An organization's ability to manage these risks forms the basis for organizational adaptation. Research shows that media organizations that are able to integrate technological change with organizational culture management, job design, and human resources have better adaptability to the dynamics of the digital media industry. This adaptation is reflected in increased organizational flexibility, effective editorial coordination, strengthened digital competencies, and the organization's ability to maintain the quality of journalistic products amidst changes in the media business environment.

The final stage of this model is the formation of a sustainable journalistic work culture. A sustainable work culture is a condition where a media organization is able to maintain a balance between technological innovation, journalistic professionalism, employee well-being, and organizational sustainability. At this stage, work culture is no longer understood as a temporary response to digitalization, but rather becomes an organizational value system that supports continuous learning, innovation, collaboration, and adaptability to changes in the media environment.

Finding Model

The journalistic work culture transformation model produced by this study expands the study of media organizational transformation by integrating Organizational Culture Theory, *Work Redesign Theory*, and the *Job Demands–Resources (JD-R) Model* into a more comprehensive conceptual framework. Unlike previous studies that generally only explain the relationship between media convergence and changes in journalistic practices, this study shows that digital transformation occurs through a mechanism of work culture change that subsequently influences job design, organizational culture, job demands, organizational support, risk management, and organizational adaptability.

Based on the research results, the causal relationship between model components can be formulated as follows:

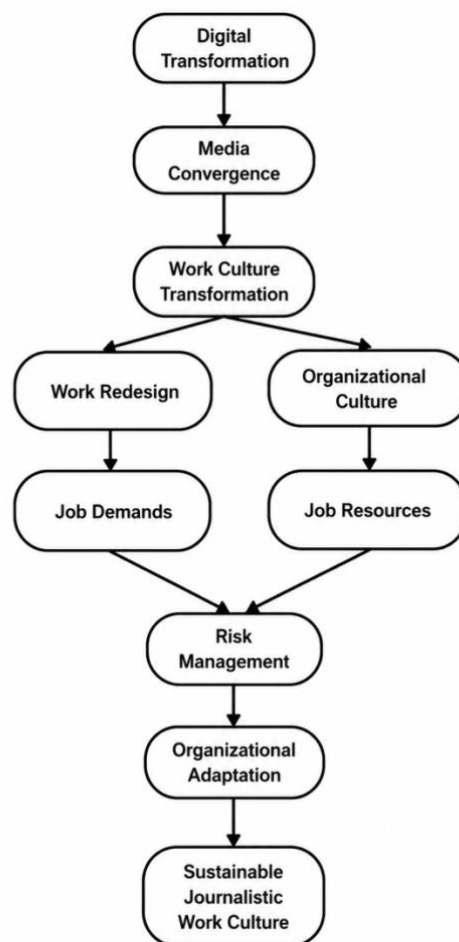


Figure 2 . Conceptual Model Findings

This conceptual model explains that digital transformation is the primary driving factor driving media convergence. Media convergence then transforms organizational work cultures through the integration of digital technology into all journalistic processes. This cultural shift

subsequently influences job design, resulting in more flexible work patterns and demanding multiskilling capabilities from every journalist.

Changes in job design increase *job demands*, reflected in increased work complexity, time pressures, and productivity demands. Meanwhile, organizations provide job resources in the form of leadership, organizational culture, training, technological support, and editorial coordination to counterbalance the increased work demands.

The relationship between *job demands* and *job resources* forms the basis for organizations developing journalistic risk management strategies. This strategy serves as a control mechanism to ensure that digital transformation does not compromise the quality of journalistic products or the well-being of media workers. An organization's success in managing this relationship will foster organizational adaptability, ultimately fostering a sustainable journalistic work culture.

This model shows that the success of media organizational transformation is not only determined by the ability to adopt digital technology, but also by the organization's ability to manage changes in work culture, redesign jobs, provide adequate organizational resources, and build adaptation strategies that are able to maintain a balance between work demands and journalistic quality.

Thus, this research not only contributes to the development of Human Resource Management theory in media organizations, but also offers a conceptual framework that can be used as a practical reference for media organizations in managing digital transformation sustainably.

CONCLUSION AND SUGGESTIONS

Conclusion

This research shows that media convergence has driven a transformation in journalistic work culture in media organizations through comprehensive changes to work systems, job design, coordination patterns, and human resource management. This transformation is marked not only by the use of digital technology in the news production process, but also by changes in values, norms, and work practices that have developed within the editorial environment. At Palangka Post and Infokalteng, media convergence has created a work culture that is more adaptive, collaborative, flexible, and oriented towards the speed of information delivery without neglecting journalistic principles.

This shift in work culture was accompanied by a *work redesign* that shifted the characteristics of journalists' work from a specialized system to a multi-platform one. Journalists are no longer limited to reporting and writing news; they are also required to master various digital competencies, including photo and video production, social media management, and content publication on various media platforms. This change in job design represents an organizational adaptation to the increasingly dynamic developments in the digital media industry.

Research also shows that the implementation of media convergence increases *job demands in the form of deadline pressure*, work intensification, multitasking, increased productivity targets, and demands for digital technology mastery. However, the negative impacts of increased work demands can be minimized by providing *job resources* in the form of adaptive editorial leadership, effective organizational communication, good work coordination, digital competency development, and adequate technological support. The balance between *job demands* and *job resources* is a key factor in maintaining work motivation, adaptability, and the quality of journalistic products.

Based on the synthesis of all findings, this study produces a model of Transformation of Journalistic Work Culture in Facing Media Convergence, which describes the relationship between media convergence, work culture transformation, *work redesign*, *job demands*, *job resources*, and the quality of journalistic products. The model shows that the success of digital transformation in media organizations depends not only on technology adoption, but also on the organization's ability to manage changes in work culture and human resource management systems in an integrated manner.

Theoretically, this study extends the application of *Organizational Culture Theory*, *Work Redesign Theory*, and the *Job Demands–Resources (JD-R) Model* in the context of local media organizations in Indonesia. Practically, the research results provide recommendations for media organizations that digital transformation is not only oriented towards technological innovation, but also on strengthening organizational culture, improving human resource competencies, and creating a work environment that is able to maintain a balance between job demands and organizational support.

Suggestion

Based on the research results, there are several recommendations that can be considered by media organizations and future researchers, namely:

First, media organizations need to develop human resource development strategies that focus on continuously improving digital competencies through training, mentoring, and practice-based learning so that journalists can adapt to technological changes and the needs of the media industry.

Second, media organization leaders need to strengthen coordination systems, internal communication, and more flexible work-sharing mechanisms so that increased job demands resulting from media convergence can be balanced with adequate job resources. These steps are crucial for safeguarding employee well-being, preventing burnout, and maintaining the quality of journalistic products.

Third, further research is recommended to expand the scope of the study by involving national media organizations and digitally native media so that the resulting work culture transformation model can be tested across a wider range of organizational characteristics. Furthermore, a mixed methods approach or quantitative research can be used to test the causal

relationships between variables in the work culture transformation model developed in this study.

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