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Improving Journalists' Standards And Competencies in the Digital Age: Efforts and Challenges of the Indonesian Journalists Association (PWI)

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Abstract

This study aims to analyze efforts to increase the competence of journalists in Indonesia in facing the digital era and the role of the Indonesian Journalists Association (PWI) in increasing these competencies. The study used a qualitative approach by conducting in-depth interviews with several experts or informants, including the Director of the Central UKW PWI, the Head of the Central PWI, the Deputy Chair of the PWI Central Education Division, the Head of the Competency Division for journalists, the PWI UKW Center examiner, and the PWI UKW participants. The results of the study found that the UKW held by PWI could be one of the efforts to increase the ability and competence of journalists to avoid problems in the digital era such as writing hoax news. UKW can also at least provide understanding to young journalists about basic sciences related to journalism, especially for those who do not have previous journalistic education. In addition, this study also found problems that PWI must face in improving journalistic

competence, such as the clarity of the organizational structure, the quality of journalists participating in UKW, budget issues, as well as monitoring and evaluation that need to be considered and improved by PWI.

Keywords

competence, journalists, digital, Indonesian journalists association.

Introduction

Attention to journalism is currently growing, especially with the rapid development of technology over the last two decades that has presented various media to produce information and news massively (Nölleke et al., 2022). This development must then be supported by the ability to provide good information and news, where this function is the duty of a journalist. The presence of various platforms caused by technological developments has created challenges for journalists, known as the crisis of journalism (Anderson, 2017). Problems such as the dissemination of information and news that are not appropriate (hoaxes) to the neutrality of a journalist are some examples of challenges in the crisis of journalism which later emerged in the digital era as competence of journalists is very necessary to pay attention to (Anderson, 2017; Takahashi et al., 2015; von Sikorski et al., 2022).

One of the competencies of a journalist is related to intellectual abilities and general knowledge. In the competence of journalists, there must be an understanding of the importance of freedom of communication, as a nation, and a democratic state. These competencies also include the ability to understand press ethics and law, news conception, news preparation and editing, and language. In addition, regarding the skills to do it, how about technical abilities as a professional journalist? These technical capabilities include several activities such as searching, obtaining, storing, possessing, processing, creating, and broadcasting news. In the case of Indonesia, the phenomenon that occurs is that there are still several obstacles in carrying out journalistic duties, such as weaknesses in terms of the quality of journalists and the unhealthy business management of some media. In reality, complaints about the quality and professionalism of journalists in carrying out their journalistic duties have become public complaints. This complaint is also a concern of journalistic practitioners and how to improve the quality of journalists and create a healthy press. Two variables, namely quality journalists and healthy press, are very related and strategic because qualified journalists will give birth to a professional way of working and produce quality journalistic products. Qualified journalists will also lead to a healthy press.

The Indonesian Journalists Association (PWI) was then presented as an effort to present a forum for the actualization of journalists in Indonesia. PWI also usually has several activities that are directly related to increasing the capacity of its members and journalists in general. The presence of organizations such as PWI is

certainly one solution to solve problems related to the crisis of journalism (Kroll, 2015; Nölleke et al., 2022). Especially now that digital media is developing very quickly and presenting a very large quantity of news production (Bartsch & Schneider, 2014; Bertot et al., 2014; Kroll, 2015).

In the current digital era, information and news spread very quickly, any news that has been published through various digital media will of course immediately become public consumption, and journalists as news writers have full responsibility for the writing (Thomas Hanitzsch, 2017; Nölleke et al., 2022). The competencies that have been described previously must then be possessed by every journalist to avoid various problems that are happening at this time. Problems such as the spread of hoax news that cause problems in the public sphere occur due to the inadequate competence of a journalist (Anderson, 2017; Strauß, 2022; von Sikorski et al., 2022). Therefore, this study wants to see the extent to which efforts to improve the competence of journalists in Indonesia in facing the digital era that presents various challenges. The author will show the extent of stakeholder attention in efforts to improve journalist competency standards.

literature Review

Identity and Role of Journalists

Several previous studies discuss the identity and role of journalists. The role of journalists is not completely essential if their information and writings do not get the attention of the public (T Hanitzsch & Vos, 2017). In other words, the role of journalists is never static, there are several discursive subjects such as (re)creation, (re)interpretation, appropriation, and contestation (Thomas Hanitzsch, 2017). A journalist must have the capacity to create or develop news, interpret information, provide it to the public, and contest with other media. Other research also shows that several aspects must be considered in fulfilling the role of a journalist, Christians et al., (2009) explain that there are at least four behaviors that a journalist must have, namely:

1. The monitoring role includes the collection, publication, and distribution of information of interest to the audience.
2. The facilitative role encourages dialogue between different stakeholders in society and inspires people to actively participate in political life.
3. The "radical" role is about providing a platform for the views and voices of critical authorities to support change and reform.
4. Collaborative role invites journalists to support authorities in defending the social order from the threat of crime, conflict, and natural emergencies.

The last few studies on the identity and role of journalists are usually more focused on the investigation and performance of journalists (Thomas Hanitzsch, 2017). While early studies on role perception only assumed that journalists' professional views had some impact on their practice, 21st-century studies later tested this assumption by comparing journalists' survey responses to the content

they produce or journalists' self-assessments of the roles they play. (Mellado et al., 2017; Mellado & Dalen, 2014; Weaver & Willnat, 2012) These studies have shown contradictory results: on the one hand, there seems to be a gap between the role journalists aspire to be and the role they play in practice. But on the other hand, many studies have also found a strong correlation between cognition and the role played by journalists. Apart from this, it is undeniable that the identity and role of a journalist must be supported by the competencies they have (Nölleke et al., 2022). If a journalist has good competence then they will of course carry out their role to the fullest.

Journalist Competence

The competence of journalists is very important to pay attention to at this time, especially in the digital era that offers various platforms to present information and news. There is a study that surveyed the competence of journalists in 31 countries in the world. No less than 29,000 journalists working in 31 countries or regions were used as respondents in the study published in 2012. They conducted surveys in 1996 and 2011, including in Indonesia, and concluded that the competence of journalists in several countries is also still weak. Journalists in work are still inexperienced, lack formal education, do not appreciate the interpretive or analytical role of journalism, are not satisfied with their work, lack freedom in work, and lack multimedia skills which are certainly needed in the era of online journalism. This research, calls for a systematic content analysis study that investigates whether the competence of self-reported journalists in each country is truly correlated with the quality of the news products they create (Weaver & Willnat, 2012).

The study then found that in most countries the clarity regarding the journalistic profession was dominated by relatively young professionals. On average, journalists as the audience surveyed are 39 years old, but in many countries such as Australia, the United Kingdom, China, Hong Kong, Indonesia, Malaysia, Poland, and Singapore, they are much younger. The conclusion that the median age of journalists is relatively low is supported by the fact that they are not very long on the job as journalists, and therefore tend to have limited work experience. This seems to be especially true for journalists from Asia. For example, in China, Hong Kong, and Singapore, almost 4 out of 10 journalists have less than five years of work experience. On the other hand, some countries on the European continent, on the other hand, can look back on much more work experience. This suggests that journalists in Europe may be more competent than others. As expected, journalists around the world tend to be highly educated. Overall, 8 out of 10 journalists in Willnat's study had a bachelor's degree, although some regional differences were observed. The locations with the lowest proportion of college-educated journalists are Finland, Germany, Hong Kong, Israel, New Zealand, Slovenia, and Switzerland. Journalists with higher education are in Brazil, Japan, South Korea, and Taiwan.

Journalists in the Digital Age

At the beginning of technological developments in the digital era, journalists faced various challenges in making adjustments. Most journalists lose their jobs due to declining sales of newspapers or newspapers, the loss of public interest in traditional media or print media, as well as the emergence of various new media that are not present among experienced journalists (Kroll, 2015; Strauß, 2022). The problem then becomes more complex when experienced senior journalists have to adjust to being involved in digital media, and have to compete again with young journalists who are accustomed to using digital media but still do not have sufficient experience in the world of journalism (Nölleke et al., 2022). This problem then creates a gap between senior and junior journalists in the world of work, where senior journalists also often bring their ideals in their previous work in traditional media into their work in digital media (Goyanes et al., 2018). These problems also eventually led to the presence of other problems such as demotivation, weak innovation, and decreased morale of junior journalists (Williams & Guglietti, 2018).

The emergence of news that finally seems to only "copy" other news in digital media today is also one of the impacts of this problem (Nölleke et al., 2022). Not to mention other problems such as the spread of hoax news which currently often occurs in several digital media (Juditha, 2018). The spread of hoax news is a very dangerous problem because it can lead to public opinion and lead to prolonged conflicts, but this is a reality that must be faced in the current digital era (Subarjo & Setianingsih, 2020). These problems then finally raise questions to what extent is the neutrality of media in presenting information and news. Apart from that, these conditions are faced by journalists today, thus presenting quite complex problems in media development in the digital era.

Research Methods

This study uses a qualitative approach by conducting in-depth interviews with several experts or informants related to the case to be studied. The qualitative research design is inductive where the researcher looks at the problems that arise from the data to be interpreted. The data was collected with careful observation, including descriptions in a detailed context accompanied by notes from in-depth interviews, as well as the results of document analysis and other records (Andy Alfatih, 2017). Qualitative research is considered appropriate when the researcher investigates a new field of study or intends to ascertain and theorize salient problems. Qualitative methods were developed to have a deep and broad understanding of problems through textual interpretation and the most common types are interviews and observations (Jamshed, 2014). The main sources of research data are the parties involved in the management of the Central Indonesian Journalists Association (UKW PWI) Journalist Competency Test program. The informants included the Director of the Central PWI UKW, the Head of the Central PWI, the Deputy Chair of the Central PWI Education Division,

the Head of the Competence Division for journalists, the PWI UKW Center examiners, and the PWI UKW participants. The author will also collect some supporting data such as documents, regulations, and information from various other sources to complement the data findings in this study. After the authors get information from sources and other secondary data, the information is then processed to produce structured research findings and answer the question of the extent to which efforts to improve the competence of journalists in Indonesia, especially the efforts made by UKW PWI to date.

Results and Discussion

The Role of Journalists in Indonesia and the Presence of PWI

As explained in the previous sections, in an era that presents the acceleration of the dissemination of information and news as it is today, it is necessary to have adequate competence from the information and news providers (media and journalists). Following the constitutional mandate in the form of Law Number 40 of 1999 concerning the press, the profession of journalists or journalists holds important roles and functions related to the press. The task carried out by journalists is essentially part of the function and role of the press. In Article 3 of Law No. 40 of 1999 concerning the press, it is stated that the national press has a function as a medium of information, education, entertainment, and social control as well as an economic institution. Furthermore, in Article 6, the role of the national press is stated as follows:

1. Fulfill the public's right to know.
2. Upholding the basic values of democracy, encouraging the realization of the rule of law and human rights, and respecting diversity.
3. Develop public opinion based on precise, accurate, and true information.
4. Supervising, criticizing, correcting, and suggesting matters relating to the public interest.
5. Fight for justice and truth.

Journalists nowadays often ignore these roles, where some media (especially online media) often present news that is less credible by including information that does not refer to any source. If we reflect on the role and identity of journalists following Hanitzsch's (2017) writing, namely (re)creation, (re)interpretation, appropriation, and contestation, the reality is that journalists in Indonesia who are engaged in online media currently tend to only reproduce news that has been published. Previously existed by reinterpreting existing information by adding information that might attract public attention but its validity is highly doubtful. This of course also harms the role of the press which was regulated in Law Number 40 of 1999 previously, where the press did not develop a public opinion based on precise, accurate, and correct information. The problem of this role will of course also affect the public interest, where the public will consume news whose validity is questioned because of various unwanted problems such as conflict or

chaos.

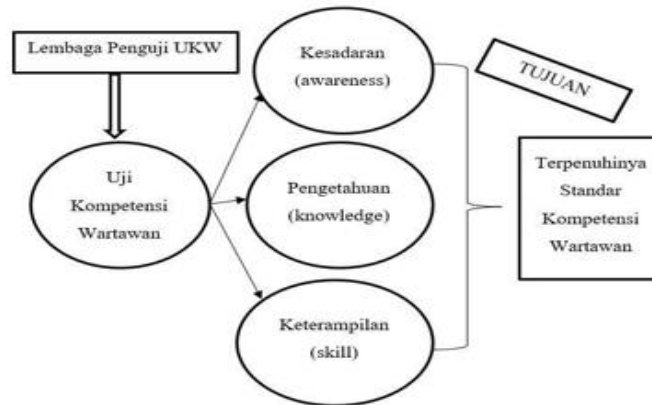
Referring to the previous problem, competency testing and improving the competence of journalists then need to be considered to present credible information and news media. The Association of Indonesian Journalists (PWI) is the first journalist organization in Indonesia, one of the goals of which is to establish a democratic life in terms of ensuring the rights of citizens to express opinions and to form associations as well as the rights to participate in expressing opinions. Meanwhile, the goal is to fulfill the public's rights to information and to realize the task of monitoring, criticizing, correcting, and making suggestions on matters relating to the public interest.

To achieve this goal, the efforts made by PWI both internally and externally are as follows:

- a) Fostering the personality of Indonesian journalists as citizens who believe and fear God Almighty, and obey the constitution
- b) To foster awareness and commitment of Indonesian journalists to participate in the development of the nation and state
- c) Increasing journalists' obedience to the Journalistic Code of Ethics, and Journalists' Code of Conduct for the sake of the image, credibility, and integrity of journalists and PWI
- d) Developing the professional abilities of journalists; Providing legal assistance and protection to journalists in carrying out their professional duties; e) Fighting for the welfare of journalists
- e) Struggle for the implementation of laws and regulations as well as social, national, and state life that guarantees the growth and development of an independent, professional and dignified press
- f) Cooperating with elements of the government, society, and press organizations at home and abroad
- g) Struggle for justice and truth based on the rule of law
- h) Fulfilling the public's right to know the correct information.

Based on these things, it can be seen that the presence of PWI is an effort to maintain the right to express opinions and participate in voicing the public interest through professional journalists' organizations. Of course, all these rights must also be based on facts and constructive criticism, so that PWI also carries out a control function in overseeing the competence of each of its members or journalists in Indonesia. To achieve this goal, PWI later became one of the testing institutions for journalist competency test activities (UKW), which is an examination process that must be carried out by journalists with certain qualifications and is carried out by a testing institution that has been approved or determined by the Press Council. As previously explained, the phenomenon that arises is that there are still the most vital obstacles in carrying out journalistic duties, especially weaknesses in terms of the quality of journalists and the unhealthy management and business of the media. UKW is one of the efforts to improve this quality, to present journalists with adequate quality in providing information and news to the public.

Journalist Competency Exam as an effort to Improve Journalist Standards and Competence



Picture 1. Material Substance and Purpose of UKW PWI

From the picture above, it can be explained that the journalist competency test system formulated by the Press Council and implemented by the Central PWI uses the following competency models and categories, namely: Awareness; includes awareness of ethics and law, journalistic sensitivity, and the importance of networking and lobbying. Knowledge (knowledge); covers journalistic theory and principles, general knowledge, and special knowledge. Skills (skills); include 6M activities (searching, obtaining, possessing, storing, processing, and conveying information), as well as conducting research/investigation, analysis/prediction, as well as using tools and information technology. The journalist competency test that is formulated is the basic things that must be understood, owned, and mastered by a journalist. The UKW is carried out by PWI to achieve the goal of journalist competency standards that have been formulated by the Press Council. The objectives of the competency standards for journalists are 1. Improving the quality and professionalism of journalists. 2. Become a reference for journalists' performance evaluation system by press companies. 3. Upholding press freedom based on the public interest. 4. Maintain the dignity of journalism as a special profession producing intellectual works. 5. Avoiding abuse of the journalist profession. 6. Placing journalists in strategic positions in the press industry. Thus, the UKW program is a constitutional order through the Press Council Institution as stated in Law Number 40 of 1999 concerning the press. With the competency test, it is hoped that journalists in Indonesia can have the ability to provide quality news and not provide misinformation to the public by presenting less credible news.

Even so, it cannot be denied that the basic competence of a journalist in Indonesia is also quite different from the competence of journalists in several developed countries. Willnat, Weaver, and Choi (2013) explained from their research results that often a person who works as a journalist in several countries in Asia does not have a strong enough basic education about journalism. This study also found similarities with the research of Willnat, Weaver, and Choi. It is different

from the system of increasing the competence of journalists in countries outside Indonesia. For example, in the United States, there is no pattern of improving the competence of journalists such as the Journalist Competency Test (UKW) program. Based on an interview with one of the PWI Center UKW examiners, Aat Surya Safaat (2021), who was once assigned as the Head of the Antara LKBN Bureau in New York (United States), explained the recruitment system and improving the competence of journalists in the US.

All journalists in the United States must come from high school or college journalism graduates. The pattern of recruitment of journalists in the United States is very strict, including through psycho-tests and on writing abilities or skills. Once accepted, aspiring journalists are given an internal education of between three and six months. After that, field practice is carried out between three to six months. Generally, from the start, they became specialist and professional journalists and were not placed in the media management structure. But their salaries are no different, they can even be higher than the person who sits in management, so journalists do not target the management chair, because the salary is not inferior, unless they become Editor-in-Chief or Deputy Editor-in-Chief or Head of Bureau in another city or country. After joining as a journalist, there is always a knowledge update in the company's internals through journalism workshops. Likewise, the pattern of increasing the competence and quality of journalists in Russia, to become a journalist in Russia, one must graduate with a journalism major. Thus, it is the same in the United States, Britain, and Russia concerning improving the competence of journalists, which has been prepared from upstream (Fedorov 2012). Media companies have selected or recruited journalists from specialized colleges. Even between media companies and universities, meetings are held to discuss curricula relevant to global media developments (Vartanova 2018). According to informants in this study, the UKW is currently being carried out to at least reduce the gap, whereas in Indonesia a journalist does not have to have an education in the field of journalism. Some journalists in Indonesia today have not even had any experience in the world of journalism, coupled with the ease of making media in the digital era, some media are even less aware of the duties and mandates held by a journalist. This then causes problems such as the spread of hoax news in various digital media. Therefore, it is also necessary to look at how successful PWI is in managing the UKW program to be able to solve problems and answer the objectives described previously.

Good and effective program management depends on whether the management Function is good or bad. In discussing these management functions, it is necessary to have a unified system that must be considered. In supporting the efforts to increase the understanding of journalists, UKW PWI then presents several levels, namely Young Journalists, Middle Journalists, and Main Journalists in the implementation of the UKW test. The test material also includes several subjects, such as test items on ethics, law and Press Law, and other laws related to press law, as well as the formulation and determination of test items on the technical duties

of journalists. At the young level, journalists must at least understand and implement the journalistic code of ethics and regulations related to press products, plan and propose news coverage, and editorial meetings bring coverage plans submitted to the editor/intermediate, look for scheduled coverage materials, intercept interviews, build networks, write news, editing news, face-to-face interviews, and preparing the content of the rubric. For journalists at the middle level, they must understand and implement a journalistic code of ethics and regulations related to press products, build and maintain networks and lobby, identify the coverage of meetings between young and middle journalists, conduct planning meetings between middle and main journalists, write news, edit news, planning investigative coverage, as well as several other tasks. Finally, the main journalists must ensure that there are policies and educate the journalistic code of ethics and regulations related to press products, facilitate and build networks, rubrication, and relational policies, determine coverage materials suitable for broadcast, to evaluate coverage plans.

The formulation and determination of the PWI Center UKW exam material are based on the following elements: (1) Journalistic Skills; (2) General and Specific Knowledge; (3) Awareness of Law and Journalistic Ethics. The competency test carried out by PWI itself has also determined credible examiners, where the examiners of the UKW PWI program must pass an assessment process that begins with socializing the prospective examiners. Prospective examiners initially go through the socialization process and conduct psychological tests. In a certain period, the UKW PWI examiner institution conducts a refresher in the form of training of trainers (ToT) as well as being a reference for the evaluation of the examiners. While the criteria for prospective participants who can take part in the UKW PWI Center include general requirements that participants must be journalists who work in press companies with Indonesian legal entities and have a letter of assignment or are assigned by press companies. The specific requirements: (1) have worked for at least one year for young participants; (2) intermediate participants, with the condition that three years after graduating from the Young UKW; (3) the main participant, two years after graduating from UKW Madya. The table above illustrates that the Central PWI journalist competency test institute has a standard for recruiting examiners. In determining the examiners who have been ratified by the Central PWI, in its implementation, the UKW PWI examining body forms a team whose members consist of the Central PWI administrators.

In determining the examiner, it must go through a meeting of the Central PWI management and be signed by the General Chairperson and the Secretary General of the Central PWI. The examining body announces to PWI members the opening of registration to take part (training of trainers/ToT). To continue the assessment test stage, he has passed the ToT, passed the paper writing test, did three internships as a junior, middle, and main examiner; and served as an examiner after receiving a decree (SK) as an examiner for the UKW PWI Center. After passing the ToT and at least three internships (young, intermediate, major), the PWI

Central Management issues a decree as an examiner and registers it with the Press Council. While the criteria for prospective participants who can take part in the UKW PWI Center include general requirements, participants must: (1) journalists who work in press companies with Indonesian legal entities; (2) commissioned by a press company. These specific requirements: (1) have worked for at least a year for young participants; (2) intermediate participants, three years after graduating from UKW Muda; (3) the main participant, two years after graduating from UKW Madya.

With the level of competence of a journalist (young, middle, and major), as well as a ToT for each prospective UKW PWI examiner, of course, it can increase the role of journalists in Indonesia according to the previous thoughts of Christians. Principal journalists can assume a monitoring role that includes the collection, publication, and distribution of information. Intermediate and Main Journalists can also play a facilitative role to encourage dialogue with stakeholders. Meanwhile, young journalists can also play a radical role in providing a platform and innovating, of course, following the monitoring and direction of Middle and Main Journalists. These competencies are also regulated and supervised by examiners from UKW PWI.

Even so, in the implementation of the Central UKW PWI program there are also the following indications:

1. The organizational structure of the central UKW PWI testing agency has not been effective.
2. The quality of journalists participating in the UKW program is still low.
3. There is no clarity on the budget for the Central UKW PWI program.
4. There is no standard for monitoring and evaluation of participants after participating in the UKW program

Indonesian Journalists in the Digital Age and the Challenges of PWI

In the digital era, the spread of news through online media in Indonesia is also undeniably more attractive to the public. The ease of accessing information and news through online media then offers interesting things for the public to access and consume any news provided. Unfortunately, not all web news providers have journalists who are competent in their fields. Some online media in Indonesia still provide news that does not have a clear source, sometimes even fictitious (Juditha, 2018; Subarjo & Setianingsih, 2020). Information and news provider websites account for at least 34.90% of hoax news that can be consumed by the public (Mastel, 2017). The hoax news can then be forwarded by the people who read it into chat applications and social media, so that hoax news then spreads very quickly (Juditha, 2018).

To overcome this problem, PWI finally held various socializations for every journalist in several regions. PWI collaborates with various stakeholders, including the Regional Government to increase the capacity of journalists in Indonesia in facing challenges in the digital era such as understanding the writing of hoax news.

The collaboration is in the form of journalism training and education for every journalist in various regions. PWI has carried out cooperation with several provincial governments such as the Banten Provincial Government, South Sumatra Province, to Regency/City Governments such as the Kediri City Government to overcome the hoax problem. In addition to the UKW conducted, PWI also collaborates through meetings with every journalist in the area and conducts training to improve their competence.

Several previous studies have explained that the emergence of various new media that are not present from experienced journalists then presents new challenges for the world of journalism in the digital era (Kroll, 2015; Strauß, 2022). This also happens in Indonesia where there is no strong enough regulation to regulate the formation of online media, even Law no. 40 of 1999 it is explained that making media is a right for all citizens. Therefore, the emergence of online media without the presence of competent journalists in it also cannot be accommodated properly. PWI as one of the organizations that accommodate journalists or journalists in it then has the task of accommodating each of these emerging media and conducting socialization and training for them.

According to a confession from one of the PWI representatives, he also said that one way to combat hoaxes was through strengthening press organizations. Press organizations must be able to "embrace" every media from various sources so that later it can minimize the spread of hoaxes in Indonesia. Another informant from PWI also said that every journalist must be competent in knowledge, skills, and techniques to be competent in the field of ethics and morals. Therefore, according to their recognition, PWI will do its best to create a press without hoaxes by utilizing various capabilities and collaboration with various stakeholders that have been built.

a. Previous research also stated that there is often a gap between senior and junior journalists in the world of work, where senior journalists also often bring their ideals in their previous work in traditional media into their work in digital media (Goyanes & Rodriguezgomez, 2018). These problems also eventually led to the presence of other problems such as demotivation, weak innovation, and decreased morale of junior journalists (Williams et al, 2018). The UKW carried out by PWI also finally tried to answer this problem by presenting three levels in the journalist's position (young, middle, and main). The level of the position of journalists who have carried out training with predetermined competencies is expected to minimize the gap between senior and junior journalists. In developing the quality of media in Indonesia, it is hoped that every journalist can cooperate well. Therefore, this level was created to try to answer the gap between senior and junior journalists.

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Conclusion

The issue of standard and competence of journalists in Indonesia cannot be fully resolved, but the presence of press organizations such as PWI with all its activities can help prepare journalists in Indonesia to face the digital era with adequate competence. The UKW held by PWI can be an effort to improve the abilities and competencies of journalists so that they can avoid problems in the digital era such as writing news and hoax information. UKW can also at least provide understanding to young journalists about basic sciences related to journalism, especially for those who do not have previous journalistic education. PWI also collaborates with various stakeholders such as local governments to conduct training and outreach to journalists in various regions. UKW PWI is also presented with several levels such as junior, intermediate, and major to show clear positions and tasks for each of these levels. The hope is that this position can minimize the gap between senior and junior journalists in carrying out their duties. Apart from that, there still needs to be some improvements both in terms of internal PWI and in the future implementation of UKW. Several problems such as organizational structure, quality of journalists participating in UKW, budget issues, as well as monitoring and evaluation need to be considered and improved again by PWI. It is hoped that with the resolution of problems in several aspects, the implementation of UKW PWI in the future can be more effective so that it can produce journalists who are more competent and easy to adapt to face technological developments in the future.

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