

Diffusion analysis of full digitalization innovation in *Republika West Java*

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Abstract

This research discusses the adoption of full digitalization innovations in *Republika* Newspaper, West Java, after discontinuing the *Harian Republika* Newspaper printing at the end of 2022. This research analyzes how *Republika* West Java journalists adjust to changes regulations increasing workload. Researchers used qualitative research methods. Data was collected through interview and observation techniques that refer to five determining attributes of innovation adoption: Relative Advantage, Compatibility, Complexity, Triability, and Observability. Based on the findings obtained, in general, the five meanings have a role and simultaneously influence on the adaptability and motivation of the work of *Republika* West Java journalists.

Keywords: compatibility, complexity, diffusion of innovation, observability, relative advantage, triability

Introduction

Digitalization has enabled the emergence of various new media alternatives (Situmeang et al., 2023). The massive development of digital and social media has also forced mass media companies to change their work landscape significantly (Putri, 2022). This development also affects the practice of journalism, which in turn creates new challenges for journalists in producing and disseminating information (García-Avilés et al., 2018). The problem arising from this condition is the higher competition and the greater risk of mass media companies collapsing. Among the many conventional mass media, newspapers are one of the most challenging mass media to balance themselves with the increasingly fast flow of information and news. The decreasing number of readers, the high cost of printing, and the limited quantity of news are the reasons many newspaper companies go out of business or decide to make innovations and change their business landscape significantly (Resmadi & Yuliar, 2014).

This condition can also be referred to as a side effect of the COVID-19 pandemic, which has pretty much 'killed' mass media companies. Based on a Nielsen survey quoted by Kompas.id (Arika, 2021), Executive Director of Nielsen Indonesia Hellen Katherina said that the most significant portion of the advertising cake is still enjoyed by television media, as in previous years. Meanwhile, the portion of print and radio media advertisement declined. Meanwhile, the portion for digital media increased up to four times. Based on Nielsen Ad Intel data, the advertising budget in mass media was observed to have decreased significantly from 2018 to the early semester of 2019. The total advertising expenditure budget, which reached Rp 153.4 trillion (2018) fell to only Rp 72.4 trillion in the first semester of 2019, where newspapers occupied the second position as the mass media with the lowest revenue, Rp 9.4 trillion.

In the same article, Daily Chairman of the Press Company Union (SPS) Januar Primadi Ruswita said, "Almost all (print media) have transformed to digital media, but are still at the stage of onlineizing their print media content. Only a few media have run the actual business model of digital media." Furthermore, referring to data from the 434-member SPS, the 340-member Indonesian Cyber Media Association (AMSI), and the 600-member Indonesian National Private Broadcast Radio Association (PRSSNI), it was found that the revenue/omzet of 71 percent of print

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media companies fell by more than 40 percent in the January-April 2020 period. 50 percent of print media companies are also known to cut employee salaries by 2-30 percent, and 43.2 percent of print media companies 'laid off' 25-100 employees per company. Meanwhile, 38.6 percent of print press companies laid off around 25-100 employees per company.

In this study, researchers focused on *Republika*, a mass media company that recently fully transformed into *Republika Online*. This mass media, established since 1992, also decided to print newspapers no longer, marked by the last printing of *Harian Republika* on December 31, 2022. The elimination of the *Harian Republika* newspaper has shocked to *Republika*, especially from a financial perspective. The *Harian Republika* newspaper, which at that time contributed around 70 percent of *Republika*'s total income, was suddenly eliminated and made the *Republika* editorial staff have to rack their brains to minimize losses and reduce expenses. Director of PT *Republika Media Mandiri* Arys Hilman in an open letter, quoted on *Antaranews.com* (A. Setiawan, 2023), revealed that the closure was carried out because the transformation to digitalization was a necessity in which they would devote editorial power and resources to digital channels and social media accounts.

This step is considered a form of strategy and *Republika*'s efforts to 'survive'. If referred to SPS data, the number of print media companies continues decline yearly. In 2021, there were 593 registered print media companies but in 2022 there were only 399 left. Not only the number of companies, but the number of print media copies also continued to decline, from 7.5 million copies in 2021 to only 5 million in 2022. Another factor in the downfall of many print media is the soaring production and distribution costs. The increase in the US dollar exchange rate has caused the price of newsprint to increase by 60 percent compared to six months ago, to IDR 15,000 per kilogram, considering that most of the raw materials for making paper are still imported.

Not only *Republika*, the decision to stop publishing newspapers was also made by PT *Media Nusantara Indonesia* (MNI), which decided to stop publishing the print and e-paper versions of *Kotak Sindo* starting Monday (17/4/2023). Unlike *Republika*, which released an open letter, Harry Tanoesudibjo, the owner of MNC Group, did not announce any open reasons for this decision. On February 1, 2021, *Beritasatu Media Holdings* also decided to stop publishing the *Suara Pembaruan* newspaper. The 34-year-old *Tabloid Bola* was also forced to be injected with death, as well as the 72-year-old *Daily Bernas*. The number of print media that continue to fall suggests that the business conditions of print press companies are not good, except for those who can survive.

The first step taken by *Republika* to survive included making it efficient by laying off 136 people from various sections in early 2023. However, after one year had passed, it turned out that *Republika* was still having difficulty balancing income and expenses. So *Republika*, which currently has around 236 people left, must be reduced again through the second wave of efficiency in December 2023, leaving only 165 people. The significant reduction in human resources, plus the challenge of being able to adjust to a fully digitized system also forced *Republika* to change their work landscape significantly. This development also affects the practice of journalism, which in turn creates new challenges for journalists in producing and disseminating information.

In this study, researchers choose *Republika* journalists as the object of research. The fundamental reason researchers choose *Republika* as the object of research is to find out the changes that occurred after the implementation of full digitalization innovations, especially in *Republika*'s organizational culture and its influence on the performance of their journalists. Researchers specifically targeted *Republika* West Java journalists, because *Republika* West Java is a region that is quite instrumental in boosting the income of *Harian Republika* Newspaper. So that journalists are not infrequently charged with additional tasks to find partners and advertisers, in addition to their main task of finding information and doing reportage. The heavy workload is very risky to reduce the enthusiasm and performance of reporters as the spearhead of *Republika* to survive.

The main theory of this research is the Diffusion of Innovation theory developed by Everett M Rogers. This theory offers the concept of diffusion of innovation along with the speed at which a social system accepts new ideas offered by innovation. To formulate this theory, Rogers reviewed nearly 4,000 diffusion publications to revise previous theories about the innovation-decision process. Rogers (1995) explains four main theories related to the diffusion of innovations: the

innovation-decision process, individual innovation theory, adoption stick theory, and perceived attribute theory.

The Innovation Decision Process theory is based on time and five stages: knowledge, persuasion, decision, implementation, and confirmation. Knowledge is a process where potential adopters of innovations must first be taught about the innovation to be implemented. After the innovation is successfully educated and socialized, there is a persuasion process, where potential adopters must be persuaded to want to utilize or implement the innovation. Next, is the decision process, where potential adopters are asked to adopt the innovation. The next process is implementation, where adopters of members of the social system will adopt and implement innovations. The last is the confirmation process, where the adopters of the innovation are asked to confirm that their decision to adopt the innovation is right.

Meanwhile, the Individual Innovation Theory is based on who adopts innovations and when they are adopted. This theory uses a bell-shaped curve to describe the percentage of individuals who adopt an innovation. The Adoption Rate Theory itself is a theory that states that the adoption of an innovation comes slowly and gradually at the beginning. This theory also suggests s-curve best represents innovation adoption. Meanwhile, the Perceived Attributes Theory is based on the idea that a person will adopt an innovation if he or she perceives that the innovation has several of attributes, namely relative advantage, compatibility, uncomplicated, can be applied easily, and can be measured or observed for its usefulness and differences with previous systems or innovations.

Rogers defines diffusion as the process of an innovation or technology being transmitted through certain channels over time to members of a social system. Rogers explains that the process of introducing an innovation (something new in the form of ideas, ideas or goods) is determined by three things: the initial stage, the process stage, and the persuasion stage. At the initial stage (antecedent), the audience in accepting an idea or idea is influenced by several factors, including the recipient's personality to change by being able to accept something new, a broader social insight (cosmopolitanism) than the surrounding environment, and the need to have new goods.

At the process stage, the need to own these goods is supported by knowledge related to the values of the social and cultural system of the audience (recipients), so that they can be tolerant if there is a deviation from the norm, as well as the establishment of communication with the new goods. The last is the persuasion stage. At this stage ideas, goods, ideas or innovations are questioned about their usefulness (advantages), suitability (compatibility), difficulty (complexity), ease of testing (triability), and ease of observation (observability).

In this study, researchers discuss five key factors influencing the decision to adopt or reject an innovation. Innovation is an idea, movement, or object considered new by an individual or a group (Rogers et al., 2014). Five attributes of innovation will help explain the level of adoption, including: (1) Relative Advantage is the extent to which the innovation is considered better than previous innovations, (2) Compatibility is the extent to which the innovation is considered consistent with existing values, (3) Complexity is the level of difficulty to understand and use the innovation, (4) Triability is the extent to which the innovation can be tested, and (5) Observability is the extent to which others can see the innovation. These five considerations are very influential.

Researchers are interested in using Rogers' perspective on the five attributes of innovation to help explain the interest of Republika journalists in adopting and implementing full digitization innovations accompanied by changes in the work landscape. The choice of this theory can also help reduce uncertainty about innovations that can affect a person's adoption interest in an innovation. This theory can help researchers predict Republika journalists' behavior, especially the Republika West Java Regional, in adopting full digitalization innovations. Researchers also aimed to test whether the full digitalization innovation carried out by Republika is appropriate or is making things worse.

The full digitalization innovation implemented by Republika is by transforming their content and news in digital form through the Republika.id and Republika.co.id websites. Republika also began to intensify their social media functions, both Instagram, Tiktok, Youtube, and Facebook. Wikan et al., (2023) said that managing various types of media channels in one management is commonly referred to as the multiplatform approach, which has been carried out by many

mainstream media companies such as Kompas Gramedia, Bisnis Indonesia, Media Group, Pikiran Rakyat, and Jawa Pos Group.

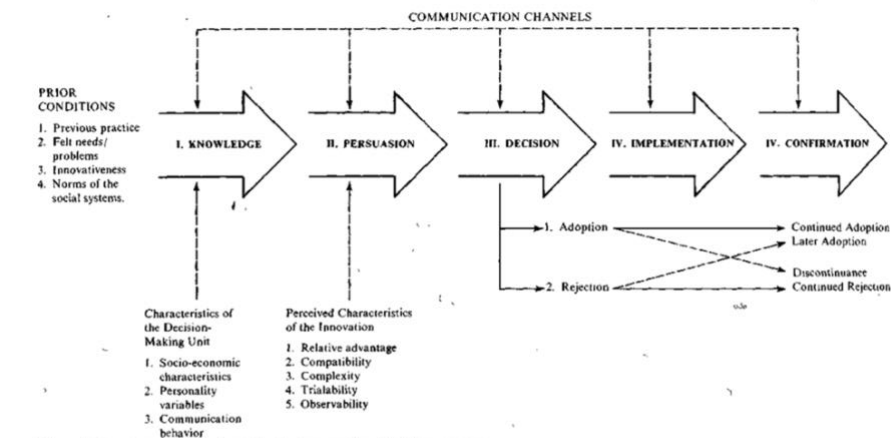


Figure 5-1. A model of stages in the innovation-decision process.

The *innovation-decision process* is the process through which an individual (or other decision-making unit) passes from first knowledge of an innovation, to forming an attitude toward the innovation, to a decision to adopt or reject, to implementation of the new idea, and to confirmation of this decision.

Note that for the sake of simplicity we have not shown the consequences of the innovation in this diagram.

Figure 1. Decision-making process of innovation (Rogers, 1983. p.165)

Source : Author

Çakmak and Ocağ (2008) in (Gizem KOÇAK et al., 2013) said that the decision-making process of innovation starts from awareness of the innovation, continues to the stage of attitude development, and confirms of the innovation. Each stage and sequence in Figure 1 is a prerequisite for the next stage. For example, the persuasion stage will follow the knowledge stage, because the individual forms his attitude towards the innovation after he knows about the innovation. The knowledge stage depends on awareness. The persuasion stage depends on the need. Then, at the decision-making stage, individuals choose to adopt or reject the innovation. The implementation stage follows the decision stage and the desire to practice the innovation. Although the innovation-decision has been made, individuals need to seek support for their decision at the confirmation stage (Sahin, 2006, p. 15-17).

In the knowledge stage, adopters must understand the innovation to be implemented, how to use it properly, etc. In the persuasion stage, an individual usually wants to know the answers to questions such as "What are the consequences of the innovation?" and "What are its advantages and disadvantages in my situation?". In this context, it can be said that individuals become more psychologically involved with the innovation at the persuasion stage. After the knowledge and persuasion stages, individuals face adoption or rejection of the innovation. Adoption is the decision to fully utilize the innovation as the best available course of action; rejection is not adapting the innovation (Rogers et al., 2014). Implementation follows the decision stage, which occurs when an individual uses the innovation.

Rogers (1995, p. 172-173) states that before reaching the implementation stage, the decision process is a stage where individuals or groups will be faced with uncertainty and potential consequences that occur from implementing innovations, even though the decision to adopt has been made previously. In this stage, there will be several questions that arise, such as "How do I use it?", "How does it work?", "What operational problems might I face?", and "How can I solve it?". Finally, at the confirmation stage, individuals seek reinforcement of innovation decisions already made or reverse previous decisions to adopt or reject the innovation if exposed to conflicting messages about the innovation (Rogers, 1995, p. 181). In summary, the innovation-decision process is the process by which an individual passes from the first knowledge of the innovation, to forming an attitude towards the innovation, the decision to adopt or reject, the implementation of the new idea, and the confirmation of this decision (Rogers, 1995, p. 163).

Republika's innovation is the full digitization of the Harian Republika Newspaper to Republika Online, which is implemented throughout, including in the Republika West Java

Regional. [Setiawan \(2017\)](#) reveals several advantages of implementing full digitization, including: (1) Speed and ease of access, (2) Ease of developing innovations in the digital field, (3) Improving the quality of human resources, and (4) Increasing the ease of meeting needs. On the other hand, there are several shortcomings of digitalization innovation, namely: (1) Risk of Intellectual Property Rights (IPR) infringement, (2) Risk of misuse, (3) Information and education are not conveyed effectively.

In this study, the aim is to reveal the changes that occur in the process of adopting full digitization innovations in Republika West Java-Region journalists are the most instrumental party in the journalism process, which includes assessing the factors of relative advantage, compatibility, complexity, triability, and observability felt by West Java Regional Republika journalists. The basic reason for choosing the West Java Regional Republika is to describe how significant the changes that occurred after the transition from Harian Republika to Republika Online. In particular, this study targeted journalists who are members of the West Java Regional Republika editorial board, because journalists are the most affected parties in this change in organizational innovation and culture.

The West Jawa-Region Republika selection is based on achieving higher business profits, even exceeding the head office in DKI Jakarta. In addition, not many studies present findings on the implementation of innovation diffusion and organizational culture changes in the mass media industry in Indonesia. Therefore, this research contributes to managerial literature in the context of growing mass media, especially Republika West Java Region.

Method

This research is based on a qualitative method with a case study approach. This approach was chosen because it matches with the research's purpose, which is to understand the phenomenon of the implementation of full digitization by print media companies, especially Republika. A case study design is also used to study this phenomenon more specifically ([Bungin, 2005](#)). The reason for using this approach is to describe innovations and journalists' responses to full digitization innovations and changes that occur in Republika, especially the West Java Regional of Republika.

This research was conducted in October 2023, starting with field observations, and then contacting the Head of the Republika West Region so that he could conduct interviews and ask permission to interview representatives of Republika West Java journalists. Furthermore, researchers conducted in-depth interviews with selected informants who were met directly at the Republika West Java office or while reporting. Key informants must have the following criteria: (1) understand the reasons for the full digitalization innovation in the Republika West Java Regional, (2) are directly involved in the transition process from Harian Republika to Republika Online, (3) are directly affected by the changes and implementation of the full digitalization innovation of the Republika West Java Regional.

In addition to conducting interviews, researchers also collected data through direct observation. Although included in the secondary data group, the data obtained from observation can be used as additional data and references in validating the data. To ensure data validity, researchers used triangulation techniques to see and compare information obtained from different sources. This technique can make the data obtained consistent ([Moleong, 2007](#)). In this study, researchers also used source triangulation analysis, which compares or rechecks the degree of trust in information obtained by researchers from different sources. The source triangulation is used to compare the results of in-depth interviews and observations obtained from all data sources and only select consistent data.

Results and Discussion

After conducting observations and in-depth interviews with informants, consisting of the Head of the Republika West Java Representative initialed SF, West Java Regional Republika Reporter AL, and Republika West Java Editor IR. Based on the results of observations and interviews, researchers found that the main reason for Republika to innovate with full digitization was based on the condition of Republika which began to experience a downturn, starting from the

decline in readers of the Harian Republika Newspaper newspaper, the company's financial condition, intense competition, and the accelerated development of digitalization in Indonesia.

Republika's reasons are similar to those of mass media companies in Spain. The research conducted by [García-Avilés et al. \(2018\)](#) explains that the massive innovation in Spain is due to the need to deal with the press crisis and changes in the media industry. In the interview session, the Head Representative of Republika West Java, SF, revealed that after the implementation of innovation, it was reported that 75 percent of the advertising products of Republika West Java were in the form of advertorials. The clients are agencies or individuals who reporters routinely report. SF said, the form of advertising that most enters Republika West Java is news and social media posts. So, unlike the system before the implementation of innovation, reporters now have an important role in determining the advertising products of Republika West Java.

On the other hand, SF stressed that this system change did not necessarily reduce reporters' independence to determine the issues to be raised. The majority of issues raised are the result of reporters' creativity, ideas and initiatives. However, the editorial team sometimes gives instructions to work on special issues. As for the context of news publication, after the implementation of digitalization innovation, Republika has experienced significant changes. Previously, news must first go through the approval process of the assistant managing editor (Asredpel), managing editor (Redpel), editor, linguist, and newspaper layout design team. Whereas now, news made by reporters only needs to go through an editorial process by the editor.

In the context of consistency in the application of values, SF considers that currently Republika West Java can still maintain the Islamic values that have characterized Republika. However, when referring to the composition of the remaining Islamic content in Republika West Java today, SF admits that there has been a significant decrease, from 40-50 percent to only 20 percent. This change is more or less due to the additional workload for reporters and editors, reducing the consistency of Islamic content. SF added, Republika West Java continues to conduct trials and develop innovations, one of which is by increasing the production of content and news-oriented towards the readers of Republika West Java.

SF hopes that later, Republika can also fulfill the community's needs, especially West Java, in obtaining information specifically for West Java. One of the efforts is to increase the number of canals and the proximity of Republika West Java to the West Java people. To achieve this, SF emphasized the importance of the role of reporters and editors in determining issues, conveying information to the public, and presenting actual, factual and credible news. However, SF thinks that currently, journalists and editors are not ready to achieve this mission. According to him, this is caused by the additional workload delegated to reporters and editors after implementing of this full digitalization innovation.

"In the past, journalists only needed to report and write news articles, but now there is an obligation to send photos and videos. That's what we are not used to." (SF)

AL confirmed this as the reporter of Republika West Java and IR as the editor of Republika West Java. AL said, that before implementing full digitization innovation, reporters only needed to focus on reporting according to the rubric pages and issues set by the newsroom. The newspaper deadline is quite long, according to AL, which also gives reporters time to optimize the quality of news and depth of reportage. However, now, journalists not only have the task of doing reportage, pursuing regular and special issues, taking photos of the report, recording video reportage, and reaching out to sources that are addressed or set by the editor, but also have to fulfill the daily news quota (8 news per day) as well as being burdened with making advertising products. This burden of work, according to AL, makes it difficult for journalists to adapt and implement these innovations and changes. This is compounded by insufficient training or coaching on journalist readiness from Republika West Java.

In addition, AL also highlighted the reduced consistency of journalists in implementing the core values of Republika West Java as a media for West Java people and Republika as an Islamic-based media. According to AL, the change in work priorities, which were previously based on the quality of news being merely fulfilling quantity, is also the main reason for the lack of consistency

of journalists, and the workload that is too much so that reporters are too overwhelmed. Finally, the practice of values is no longer used as a benchmark. AL admits that it has not fully adapted to this full digitalization innovation. He gave an example of the depth of exploration of issues that have always been a staple of *Harian Republika* Newspaper. However, this habit has now been degraded due to a change in priorities, both by the editor and the business objectives of *Republika West Java*. AL said, this shift in priorities made *Republika West Java* lose its distinctiveness because it prioritizes viral issues on social media and follows the tastes of online readers who prefer news with clickbait titles.

Complementing AL's explanation, IR also gave a similar statement. As an editor, IR is charged with quite complex tasks, ranging from editing news sent by reporters, providing assignments for reporters, coordinating with *Republika* central editors and editors regarding special/national issues, to uploading them to the *Republika West Java* channel (*RepJabar*) with a quota of 30 news uploads per day. The large number of workloads imposed, made IR quite overwhelmed to explore issues reporters could explore. In the end, most issues were left to the reporter's initiative. He also complained about the lack of coordination between the editors and reporters regarding the writing and uploading of news.

"Not yet consistent, because of the additional workload. Coordination between reporters and editors both in the regions and the head office is also still not optimal." (IR)

This refers to the double news submitted by different reporters, and those uploaded on the *Republika Online* and *RepJabar* platforms. In a brief interview with the researcher, IR mentioned that many reporters wrote 'junk' news to fulfill the daily news quota. He further explained that most junk news is adapted from releases, simple alerts, and writing that does not meet journalistic standards. Even so, he admits that he understands this, because until now, he and *Republika West Java's* editorial staff still have to struggle to adapt to these innovations and changes in full digitalization.

Furthermore, the interview results are further discussed by referring to Everett M. Rogers' Diffusion of Innovation Theory (1983). In the decision-making process of innovation, the attributes to be considered are Relative Advantage, which is the extent to which the innovation is considered better than the previous innovation: Compatibility, which is the extent to which the innovation is considered consistent with existing values, Complexity, which is the level of difficulty to understand and use the innovation, Triability, which is the extent to which the innovation can be tested, and Observability, which is the extent to which others can see the innovation. These five considerations are very useful for predicting the future of innovations and innovation adoption.

Relative Advantage

Relative advantage is an individual's perception of the extent to which an innovation is perceived to be better than that which previously existed (Rogers, 1983). Perceptions of relative advantage are based on comparisons between innovations and existing or used alternatives (Rogers & Adhikarya, 1979). Meanwhile, when referring to the narrative and information of respondents, it can be concluded that the innovation of full digitization in *Republika West Java* is not better than before. This refers to the statement by SF, that this change has caused additional workload, both for reporters and editors. This is also supported by AL's statement that the weight of this additional workload makes it difficult for journalists to adapt and implement these innovations and changes.

"The additional pressure makes it difficult for us, especially since there is no training from the company. The adaptation process becomes slower." (AL)

García-Avilés et al say that the rejection and failure of innovation in media newsrooms is due management's lack of support and resources. This ultimately hinders innovation progress and results in innovation projects' failure (García-Avilés et al., 2018b, p. 13). The inability to adapt to change is also because journalists are still 'stuck' in the old ways, so they are not optimized to follow new trends (García-Avilés et al., 2018b, p. 12). This statement is aligned with the researcher's findings through AL's statement, who admitted that he had not fully adapted to this full

digitization innovation because he was not yet used to the changes in the work system that occurred. Suppose individuals or groups believe that innovations offer higher benefits, better results, better efficiency, lower costs, higher speed, or other advantages compared to what already exists. In that case, they are likely to be interested in adopting these innovations (Mcgrath & Zell, 2001).

Meanwhile, relative advantage can also be associated with motivational factors (Rogers et al., 2014). Suppose individuals perceive that a new innovation provides significant advantages. In that case, they may feel motivated to adopt it to obtain these benefits. However, suppose the relative advantage is not significant enough or not convincing. In that case, individuals may choose to keep using or maintaining what they have done (Mcgrath & Zell, 2001). Meanwhile, looking at the interview results with IR, he said that he quite overwhelmed to explore issues. Ultimately most issues were left to the reporter's initiative. As a reporter, AL admitted to experiencing decreased motivation to produce in-depth reporting (in-depth news), which had always been a mainstay of Harian Republika Newspaper newspaper.

According to AL, this habit has been degraded due to a shift in priorities, both by the editorial team and the business objectives of Republika West Java. The lack of motivation and declining work performance can hinder innovation in newsrooms. Journalists who are unmotivated or face unfavorable working conditions may avoid actively participating in innovation efforts (García-Avilés et al., 2018b, p. 13). On the other hand, understanding the relative advantage is important for those who introduce innovations or want to promote innovations (Pashaeypoor et al., 2016). Lack of awareness of implementing innovations lead to failure in applying them (García-Avilés et al., 2018b, p. 12).

In the case of Republika West Java, AL revealed that journalists did not receive training or coaching facilities in preparation for implementing innovations. So, that makes it difficult for journalists to understand and adapt to the innovations and changes that occur in Republika West Java. However, journalists are also indirectly required to be able to understand and implement innovations by themselves. In fact, explanations and information are needed regarding the benefits and advantages offered by these innovations to influence positive perceptions and increase adoption (Suryafma et al., 2023).

Compatibility

Compatibility is the extent to which an innovation matches an individual values, needs, and experiences (Rogers, 1983, p. 223). The more compatible the innovation is with the social environment, culture, and existing practices, the more likely it will be accepted and adopted by the individual (Rogers, 1995). Compatibility is a key factor influencing the adoption or rejection of innovations. Perceptions of appropriateness are based on individuals' understanding of how new innovations fit into existing social, cultural, organizational, or system contexts (Rusmiarti, 2015). Suppose the innovation is compatible with how the person usually does things, follows their norms or values, and is in line with existing needs or demands. In that case, they are more likely to accept and adopt the innovation (Sahin, 2006). Compatibility can include several aspects, namely value compatibility, compatibility with planned ideas, and compatibility of needs (Rogers, 1983, p. 223).

Value compatibility is an innovation that aligns with the values held by individuals or groups and is more likely to be accepted (Rogers, 1983, p. 223). Suppose the innovation is in accordance with the principles, beliefs, or ethics that individuals consider important. In that case, they tend to feel more comfortable and willing to adopt it. Based on observations and interviews by researchers, it was found that there is a compatibility between full digitalization innovation and the values that Republika West Jawa has adopted. This is reflected in the statement of SF, who considers that Republika West Java can still maintain the Islamic values that have characterized Republika. However, when referring to the composition of the remaining Islamic content in Republika West Java today, there is a significant decrease in the quantity of Islamic content, from 40-50 percent to only 20 percent.

"The quality of the news is at risk of decreasing, the exclusivity of the issue has also decreased because Republika used to be known for its special reports (lipsus), but now the majority of issues raised are only general issues." (SF)

Suitability with planned ideas is the compatibility of innovations with embedded values and previously adopted ideas (Rogers, 1983, p. 224). Rogers explained that the compatibility of innovations with previous ideas can speed up or slow down the rate of adoption. Old ideas are the main tool used to judge new ideas. Previous practices are familiar standards by which innovations can be interpreted, thus reducing uncertainty. Meanwhile, based on SF's narrative, what happened at Republika West Java is that implementing this innovation does not necessarily eliminate the old values that have been used as guidelines for Republika West Java. Until now, Republika West Java still gives freedom and independence to their journalists to produce neutral and cover both sides of news.

However, in terms of the news publication system, after the implementation of digitalization innovation, Republika has experienced significant changes. Previously, news must be approved by the assistant managing editor (Asredpel), managing editor (Redpel), editor, linguist, and newspaper layout design team. Whereas now, news made by reporters only needs to go through an editorial process by the editor. This finding contradicts Rogers' assumption that the more convenient an innovation is, the less change will occur (Rogers, 1983, p. 225). Suppose the innovation makes it easier for individuals to continue existing practices or habits or even increases efficiency or comfort. In that case, it will be easier for them to accept it. However, the innovation requires a drastic change in the way individuals do things. In that case, the degree of appropriateness can be an obstacle (Rahi et al., 2022).

Last but not least, compatibility with needs. Rogers claims that one factor determining an innovation's compatibility is the extent to which the innovation can meet the needs of a person or group (Rogers, 1983, p. 225). The ideal innovation will provide changes to fulfill unmet needs (Sumantri et al., n.d.). The obstacle often faced is how the initiators of innovation can feel and capture the need. Therefore, every change maker needs to have high empathy and connection with the surrounding group and environment (Belair-Gagnon et al., 2019). In the case of Republika West Java, researchers found that the main cause of major changes in Republika was the increasing financial downturn and the decline in the selling power of the daily newspaper, which can be seen from the decreasing quantity of daily copies printed. This condition forced Republika to implement full digitalization innovation, hoping that the losses would not worsen, and Republika could be saved from bankruptcy. After the full digitalization innovation, Republika can gradually rise and compete with other online media.

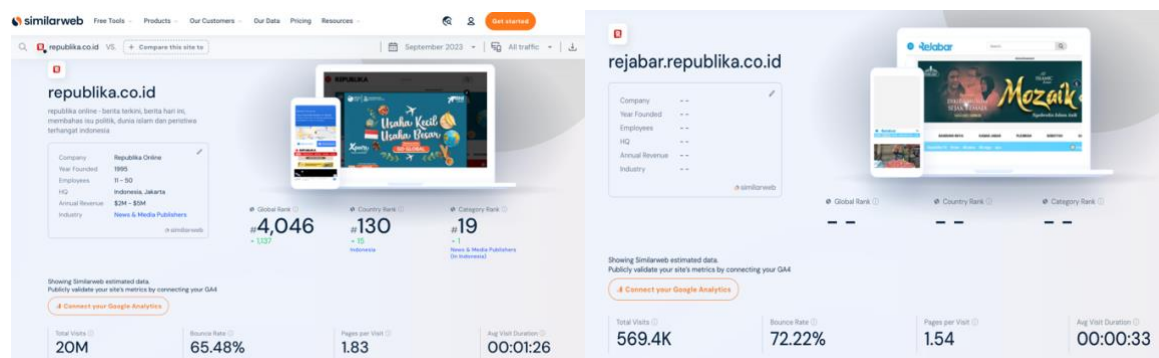


Figure 2. Republika.co.id dan Rejabar.republika.co.id Ratings.
Source: similarweb (accessed Saturday, 4 November 2023)

Based on Similarweb data (similarweb.com) Republika.co.id stands 15th nationally with 20 million visits. In the last three months (July, August, and September), Republika has also experienced an increase in visits of up to 22.01 percent. Meanwhile, Republika West Java (rejabar.republika.co.id) has a total visit of 569.4 thousand. The achievement of this visit recorded an increase of 2.63 percent in the last three months. 70.19 percent of Republika West Java search traffic is organic search or without relying on paid search. This is also balanced by the statement of SF, who emphasized that currently, Republika West Java continues to test and develop innovations, one of which is by increasing the production of content and news-oriented towards the readers of Republika West Java. SF hopes that later, the Republika West Java can meet the needs of the West

Java community in obtaining specialized information about West Java. One of the efforts is to increase the number of channels and improve the proximity (proximity) of Republika West Java to the people of West Java.

Complexity

Complexity is the extent to which an innovation is perceived as relatively difficult to understand and use (Rogers, 1983, p. 231). Complexity is the difficulty or complexity associated with understanding, using, and applying an innovation (E. M. Rogers & Adhikarya, 1979). Complexity is also one of the key factors influencing the adoption or rejection of innovations by individuals or groups (Mcgrath & Zell, 2001). Perceived complexity involves an individual's judgment about the extent to which the innovation is considered difficult to understand, master, or use (Sumantri et al., n.d.). Complexity can relate to various aspects of innovation, including technical features, implementation processes, usage requirements, or changes that must be made in the way individuals do things (Suryafma et al., 2023).

In the case of Republika West Java, there are complexities or difficulties felt by reporters and editors in adopting and implementing full digitization innovations. According to AL, the heavy workload delegated to reporters makes it difficult for journalists to adapt and implement the innovations and changes that occur. Also added by the unavailability of training or coaching on the readiness of journalists from Republika West Java. IR also complained about the same difficulty. As an editor, IR is loaded with quite complex tasks, ranging from editing news sent by reporters, giving coverage assignments to reporters, coordinating with central Republika editors and editors regarding special/national issues, to uploading them to the Republika West Java canal (Rejabar.republika.co.id) with a quota of 30 news uploads per day.

"There is no time to organize special reportage, because we are required to work faster with a greater workload." (IR)

This finding is in line with (García-Avilés et al., 2018) study on the failure of innovation in Spanish media newsrooms. She found that media outlets unable to adapt or struggle to implement innovations are more likely to experience innovation failure. If the complexity is too high, individuals or groups may reject or delay the adoption of innovations for reasons of difficulty in understanding or using them (Rahi et al., 2022). Simplifying innovations, providing adequate training, or reducing technical barriers can help reduce perceptions of complexity and increase adoption rates.

Triability

The concept of triability refers to the opportunity for individuals or groups to try or experience an innovation before decide to adopt it (Rogers & Adhikarya, 1979). However, based on observations, researchers found that Republika only provides a short trial period. One example is the policy of increasing the daily news load on reporters. Initially, reporters were only required to write five (5) news articles daily. Then it increased over time, until now it is eight (8) news per day. The decision to add more reports was also made in an internal editorial meeting. At the same time, the reporters only received information about the results of the meeting through broadcast chat.

In this condition, journalists are indirectly forced to follow the existing changes. This is because the number of articles sent by the reporter and the reporter's ability to fulfill the daily news quota are directly integrated with the wage that the reporter will get per month. In an interview session with researchers, AL said that currently, Republika is more oriented towards quantity than quality of news. After the innovation of full digitalization, AL feels that he and other Republika journalists are nothing more than news-producing machines. This refers to the fading opportunity for reporters to develop their interest in an issue, which is worsened by the need for reporters to keep racing against the deadline.

"(After the implementation of full digitalization) Now our performance is only based on the quantities of news. I feel like a news-producing robot." (AL)

A lack of understanding of innovations and knowledge of how to implement them can lead to failure in applying them (García-Avilés et al., 2018, p. 12). Trialability is also one of the key factors affecting innovation adoption, as it provides an opportunity for individuals or groups to gain hands-on experience with the innovation, understand how it works, and evaluate its benefits (Rahi et al., 2022). By trying the innovation, they can form their perceptions and beliefs about its usefulness, effectiveness, and relevance. In many cases, trialability also acts as concrete evidence of the innovation's benefits and performance to others, which can influence broader adoption of the innovation (Mcgrath & Zell, 2001). A company or organization must pay attention and facilitate trialability in promoting adoption of innovation. Opening up opportunities for individuals or groups to try out innovations before making a full decision can help overcome any potential reluctance or uncertainty and increase adoption rates (Resmadi & Yuliar, 2014).

Observability

Observability is the extent to which the results of an innovation are visible to others (Rogers, 1983, p. 232). In innovation diffusion theory, observability refers to the extent to which the results or benefits produced by an innovation can be observed or seen by other individuals or groups (Rogers, 1995). Observability is a key factors influencing innovation adoption (Pashaeypoor et al., 2016). Perceptions of observability are based on the ability of individuals or groups to see or notice the results related to the use of innovations. Suppose the results or benefits produced can be clearly observed, measured, or communicated to others. In that case, the innovation has a high level of observability (Rogers et al., 2014).

Associated with the observations and interviews conducted by researchers, the most visible result of full digitization innovation is that 75 percent of Republika West Java advertising products are online news and social media posts. AL also said that many interviewees directly asked for news links made by reporters after reporting. So that sources can directly respond, whether through suggestions or criticisms to related reporters and editors. This is much more flexible and efficient, than before the innovation of full digitalization.

"There are several Republika readers who admit that they miss the specialty of Republika's news. Now Republika seems to have lost its specialness from other mass media." (AL)

On the other hand, when referring to the composition of the remaining Islamic content in Republika West Java today, SF said there was a significant reduction, from 40-50 percent to only 20 percent. This change is more or less due to the additional workload, for reporters and editors, so that the consistency of Islamic content production is reduced. Meanwhile, Observability plays an important role in the diffusion of innovation because it affects the perceptions and opinion formation of others (Suryafma et al., 2023). Suppose visible results and observed benefits can be communicated well. In that case, others are more likely to be interested in adopting the innovation.

Observability can also help build social proof and trust, accelerating the spread of innovations (Mcgrath & Zell, 2001). It is important to pay attention and promote observability to facilitate innovation adoption. Conducting effective communications, demonstrations, and sharing successful experiences can help increase the innovation's observability level expand, influence, and encourage more individuals or groups to adopt it (Rogers et al., 2014).

Conclusion

Based on the explanation above, it can be seen that the five attributes of innovation can predict the good or bad level of adoption of full digitization innovation at Republika West Java. Researchers concluded that the relative advantage attribute contributes to the ability of reporters and editors of the Republika West Java to adapt and adopt innovations. On the other hand, the compatibility between full digitalization innovation and the values, mission, and needs of Republika West Java has alignment. Adopting this innovation can save Republika from the risk of a downturn. Meanwhile, when referring to the complexity attribute that occurs after implementing full digitalization innovations in the Republika West Java, it makes it difficult for reporters and editors to adopt innovations. The triability attribute greatly determines the understanding, readiness, and support of Republika West Java journalists in adopting full digitization innovations. Finally, the

observability attribute in Republika West Java makes it easy for readers and sources to provide input and criticism to the editor. Although on the other hand, there are changes in the composition of special content seen in the Republika West Java news. In general, these five meanings have a role and influence simultaneously on the adaptability and work motivation of Republika West Java journalists.

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