

THRIVING AS A HYBRID MEDIUM: A PHILIPPINE COMMUNITY RADIO EXPERIENCE

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Abstract: This work investigated in-depth the structure, management and leadership, human resources, programming and program content, participation and funding of an award winning hybrid community radio in the Philippines which has succeeded to adopt and adapt to digitalization. The shift from the traditional analogue medium to digital is a major transformation for community radio stations in general. The blending was not made instantly. The change was taken one day at a time backed up by empirical data. With the decision to go digital, Radyo Kailian as community radios today and in the years to come therefore, are faced with bigger expectations, responsibilities, and commitments. As a hybrid medium, Radyo Kailian as a CRS is: expected to produce on air and online programs which are acceptable to the standards of its glocal stakeholders; responsible in ensuring that digital tools are utilized essentially, effectively, and creatively; and remain committed to retain its community radio identity despite the alteration in its mode of delivery.

Keywords: Community Radio, Hybrid Medium, Digital Environment.

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INTRODUCTION

The community radio and internet combination presents an prospect to amalgam the best of the two media. CRS can utilize technology to augment production, to build a larger community through new forms of production, and improve audience engagement and involvement (Noone, 2013). Noone further stresses that radio needs to utilize these new technologies to strengthen and nurture its existing community, whilst maintaining its tradition of information and entertainment content to ensure a place for itself in a competitive digital world. Ricaud (2011) believes the Internet offers new opportunities for diversification, segmentation and interactivity in radio, especially the stations that are situated in scattered communities or target Diasporas. Stations can use a website to cater to their communities' needs anywhere in the world. It is the structure of their programming, and their content that clearly identifies their target community (Ricaud, 2011). Day (2011) notes that these new online communities promote a two way flow of communication, and can aid in nurturing a sense of genuine participation if implemented correctly. Community radio sees social media as an extension of its current remit to "empower individuals and to connect them to others in their communities...in ways that enable members of their communities to work together so as to improve the quality of life of those communities" (Day, 2011).

Community radio premised in technology (Iredia, 2015) is not likely to benefit from the use of the latest facilities without participation from its community members. If community radios are to maintain their commitment to the community, they must adapt to and utilize new media formats, and use them to enhance their services to the community (Noone, 2013).

On the premise of what is known about community radio stations worldwide, there is a scarcity of literature which analyses how this medium in particular has flourished in the new environment in the Philippine context. Little attention is given as to how Philippine community radio stations as organizations are able to sustain their identity as a community radio while they are being aired on air and online.

Hence, this work positions itself in a unique location different from previous inquiries since it investigated in-depth the structure, management and leadership, human resources, programming and program content, participation and funding of an award winning hybrid community radio, Radyo Kailian which has succeeded to adopt and adapt to digitalization.

METHODS

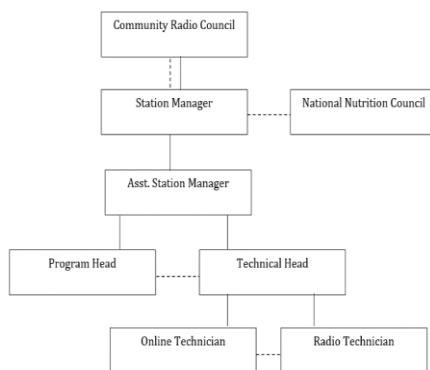
Case study was used to investigate the structure, management and leadership, programming and program content, human resources, and funding of Radyo Kailian a community radio station owned and operated by the Ilocos Sur Polytechnic State College in the Northern part of the Philippines. The participants of the study were the present and former administrators and community radio council members/announcers from 2008-2019 of Radyo Kailian. The participants were chosen based on their availability and willingness to participate in the study. Based on the scope of this research, after the participants were referred and identified and in-depth interviews were conducted, data were transcribed, coded, and analyzed thematically. The documents such as the station's monitoring and evaluation results from 2016-2018 were also analyzed and results of which were presented in tables and graphs.

RESULTS AND DISCUSSION

As a hybrid community radio, Radyo Kailian has flourished in the new environment through its adoption and adaptation mechanisms. The following discussions details the best practices of this hybrid CRS as a system as it blends with technological advancement which is the Internet.

Organizational Structure. Radyo Kailian follows a functional structure. Station personnel are assigned in positions based on the functions they perform.

Figure 1. Organizational Chart of Radyo Kailian



Line of Authority. The Community Radio Council functions as an advisory or consultative group on matters regarding the station direction and programming.

The former Asst. Station Manager discloses, “CRC is part of the planning and implementation. They also show their support by helping us look for sponsors or donations. They are the umbrella organization but based on the policy they will not mingle in the affairs of the management. They also adhere to our policy”.

The CRC Chair shares, “In terms of management we don’t mingle. I mean the CRC doesn’t mingle although we are informed of policies for example. With regard operations specifically in programming, the CRC members are always consulted. This is because we want that we really are the ones who plan, create our scripts and broadcast them on air and online.”

With regard management, the Station Manager heads the station personnel by overseeing the overall operations of the radio station and maintaining coordination with the National Nutrition Council Head and Regional Offices respectively. In the early years of Kailian, from 2010-2015, the SUC President himself assumed the Station Manager’s role and this made a lot of difference for the radio station.

Another uniqueness of Radyo Kailian is the designation of an Asst. Station Manager. This position is not required by the NNC as part of the community radio’s organizational structure. The Asst. Station Manager in the context of Radyo Kailian ensures that policies set are observed and followed; that continuous and orderly conduct of the radio station; that duties and responsibilities are assigned to the staff; and that there is coordination with the technical unit. The Asst. Station Manager also functions as the Program Head.

Aside from having an Asst. Station Manager another dynamics unique with the radio station is the presence of two technicians. One in charge of the online broadcast and the other technician takes care of the on air broadcast.

The current Asst. Station Manager shares, “The structure of Radyo Kailian is different from other NNC CRS. We have an additional manpower to take care of the soft side of the station. Soft side because it has something to do with the Internet. This makes us different from others because they only have a radio technician. Their radio technician takes care of both the on air and online broadcast. In Kailian there is a specific person who takes care of that function. I find our structure effective. First, if you have a specific person to do a task, he could focus on that. All his energy for the day will be spent doing a specific job. Unlike if a personnel has multiple tasks like the one we had before, certainly the staff won’t be as effective”.

The former Asst. Station Manager further stresses, “Having IT people in the radio is our advantage, really. Actually our online efforts are realized because of our IT experts. We are the first to do live streaming using the program created by our IT expert.

Having an IT technician in the radio makes online broadcasting easy for Kailian”.

Line of Communication. Communication in Radyo Kailian is less bureaucratic. It uses both traditional and emerging communication channels.

The current Asst. Station Manager narrates, *“With regard operation issues, we don’t have to speak with a lot of people. We don’t like that our problems won’t be attended to in a long period of time. Like problems on damaged antenna, transmitter or cable wires because the operations of the radio station is affected. When we communicate with CRC members we write them letters. These letters are needed for them to be allowed to attend a meeting or training with us on official business. We send our letters directly to them or we email them or we send them through their FB accounts or sometimes we call them over their cellphones.”*

The Technical Division Head tells, *“In Kailian there is not much bureaucratic processes. The channeling is fast. For example if we need something in the technical aspect, we channel it to Ma’am Gina Mae, to me, to Ma’am Belle then to the President. In just a matter of minutes, we could purchase already. Big items to be purchased of course is an exemption since they need to undergo the bidding process. When we communicate with our CRC members, we do word of mouth or we call them through their cellphones. When we ask for their attendance in a meeting we write them, they need the letter as proof for their agencies.”*

The findings clearly indicate that a community radio like Radyo Kailian may be hybrid but it is still owned and operated by the community members. However, management of a hybrid community radio in the context of a state college remains in the hands of designated station personnel who see to it that the day to day operations run based on standard operating procedures. This is critical in a community radio since the presence of a definite set of station personnel ensures that there are human resources who regularly are

physically present and responsible in its everyday operations and transactions. A hybrid medium like Radyo Kailian it necessitates a well-defined organizational set up for it addresses the crucial interrelationships that influence the behavior of its members. Members act and accomplish tasks according to what are expected of them for their respective functions are defined based on their position in the structure. With this, members’ skills and potentials are maximized and overlapping of work is minimized since members are informed of the inclusiveness and exclusiveness of their position. However, this set-up also has a downside. When the assigned personnel has multiple designations or functions there is a tendency that he/she becomes less efficient. Nevertheless, the participants believe that the spirit of volunteerism and being committed and passionate to their work in the radio station serve as drives for them to continue being with Radyo Kailian. Moreover, the well-defined organizational structure defines hierarchy of authority. Members are aware whom to receive instructions from and whom to consult with when issues arise. This reduces confusion on the part of the members and ensures that problems and issues are addressed properly by following the protocol. The organizational structure also directs the flow of communication. The short bureaucratic process in a hybrid CRS generates prompt decision making which in turn beefs up the internal processes. The utilization of traditional platforms and emerging technologies in the everyday interaction processes of the hybrid CRS makes the channeling of information easy and accessible to its members.

Leadership and Management. When participants were asked to describe the management and leadership style of Radyo Kailian station management three themes emerged: Visionary Leadership; Research-based; and Open Communication.

Visionary Leadership. Participants attribute the success of Radyo Kailian to its

dedicated and passionate personnel and a visionary station manager.

The former President remembers, *“There is no problem if you like what you are doing). If there is a will there is a way as they say. I was the President but I was also the Station Manager. Intentionally, I did that. I believe I can help more people with the community radio. It is not that I didn’t trust others that is why I did not designate anybody else as station manager. I want to be hands on. I wanted to be there especially during the formative years of the station. Anything for the development of the community and of the people I was into it, I loved it.”*

The former Asst. Station Manager recalls, *“The former station manager was visionary. Our MOA with NNC was only for 1 or two years then we became independent in all aspects of the operations. The former President thought of the future of the radio station. The primary reason why he made me prepare the initial curriculum for BS DevCom with the BS Development Communication course the radio station would be functional even after NNC will be out of the picture and even when he retires. This would be his legacy. Another strategy is we consider it as a facility in the extension department.”*

Research-based. A research-based approach to management is also claimed by the participants as an important practice in Radyo Kailian.

The current Asst. Station Manager reveals, *“Our basis was primarily the research on listenership assessment conducted in 2015 where we found that most of our listeners tune in to us using their mobile phones. Through the study we also received a significant recommendation from our listeners themselves that we go online. In Radyo Kailian we don’t settle for what we are used to. We don’t stop innovating. Modesty aside, we are a trendsetter. We were the first to do livestreaming, first to do FB live, first to conduct a listenership assessment, now again the first to conduct an impact assessment.”* She concludes, *“We were able to redesign our programs based on the needs of the community members. We placed the*

programs in the timeslots appropriate to their listening preferences. Most of all we were able to discern that most of them are not using transistor radios anymore but are using their mobile phones with internet connection.”

Open Communication. Having an open communication among the station personnel and the community officers and members empowers them and makes them one tightly knit organization.

The current Asst. Station Manager shares, *“We inform and consult the CRC officers and members. We tell them “This is who and what we were last year. To improve, we suggest this...” They listen. Sometimes they ask questions. We debate. At the end of the meeting we agree. We also share to them our victories and defeats. When we won in the national competition we were transparent how much we won and how we would like the money to be spent. If we have problems for example in the budget, we inform them then they extend their assistance. When we involve them through thick or thin they become empowered.”*

The Head of the Technical Division further imparts, *“When we are open to them, they feel responsible. Like when we won, we informed them why. What were their contributions. I saw they were energized and inspired that they were part of the win. When we lost last year, we also informed them why. They felt sad but they said they will make good next time. “What do we need to do?” they asked. We said, “Let’s re-plan together”.* We have to communicate to them the good and the bad. Informing them means empowering them.

Findings reveal that leadership has a crucial role in the sustainability of a hybrid medium like Radyo Kailian. A leader nourishes the culture and climate through building of executive support. The former station manager of Radyo Kailian was also the President of the institution. As a station manager he had a clear mental picture of the CRS—that it is a form of communication for development which guided him to define the vision, mission, goals and objectives of the CRS. With this clear VMGO, he had

envisioned what Radyo Kailian would become in the next years and how it would be sustainable when he retires. Together with his co-creators, the station personnel and the CRC officers they strategically planned and motivated everyone to realize his vision for the community radio station. It is further justified based on the findings that the realization of the vision for Radyo Kailian is not only the work of its top level management rather it is achieved through unitary cognizance, teamwork, and collaboration. Unitary cognizance, teamwork, and collaboration could only happen when station personnel and community officers and members interact—when they communicate. When community members are informed, they are empowered. Then, they are led to be part of the efforts for the realization of the vision of the community radio station as a system. They not only share the idea but they become part of it. A proof that they have truly shared in its realization is it permeated on how they perform their tasks. The Radyo Kailian team works not in factions but like one man doing everything to achieve that common aspiration. This condition attests that people in the community are not only recipients of development efforts but are also pioneers of development as well (Librero, 2004). To further understand Radyo Kailian, the management require seeing the whole system through initiating research works which led them to carefully analyse existing knowledge, data, and context. New knowledge gained is applied to solve problems, improve practices and behaviors in pursuit to the achievement of the station's vision, mission, goals, and objectives.

Human Resources (Station Personnel and CRC Officers and Members)

Age. Of the five (5) Station Personnel 60.00 percent of them are young adults with their age ranging from 25-30 years old. The rest of the personnel are middle-aged adults with their age ranging from 41-45 years old. With regard CRC members their age distribution varies. Three of them are under

the age brackets 25-30, 41-45, and 51 years old and above respectively. Data reflect that the CRC is composed of multisectoral groups whose members' age varies.

The current Asst. Station Manager reveals, *"We try our best to encourage different sectoral groups to be with the Radyo Kailian family. We have the youth sector, academe, government, peace and order and a lot more. The more sectoral, the more voices heard."*

The former Station Manager also shares, *"More varied programs, means we cater to segmented listeners, and this makes our programming dynamic."*

TABLE 1. Socio-demographic Profile of Station Personnel and CRC Officers and Members

Socio-demographic Profile	Station Personnel		CRC Officers/ Members	
	No.	%	No.	%
a. Age				
25-30	3	60.00	3	20.00
31-35	0	0	2	13.33
36-40	0	0	2	13.33
41-45	2	40.00	3	20.00
46-50	0	0	2	13.00
51 above	0	0	3	20.00
Total	5	100.00	15	100.00
b. Gender				
Male	3	60.00	11	73.33
Female	2	40.00	4	26.67
Total	5	100.00	15	100.00
c. Experience in Broadcasting				
With experience	5	100.00	9	60.00
Without experience	0	0	6	40.00
Total	5	100.00	15	100.00
d. Years with Radio Kailian				
1-3	2	40.00	10	66.67
4-6	2	40.00	3	30.00
7-9	1	20.00	2	13.33
Total	5	100.00	15	100.00

Gender. Males dominate the station. On the part of the station personnel, three (3) out of the five or 60.00 of the staff are males. In the case of the CRC 11 or 73.33 percent out of the 15 members are males. It is noteworthy to mention that despite most of the topics discussed concern women and children, the male CRC members who do their broadcasts are not at all affected.

The male teacher broadcaster discloses, *"I am not at all affected by gender stereotyping that women issues should only be tackled by women. In my program I encourage men like myself to take part and be aware of these subjects such as breastfeeding since being a parent is not only to be carried and experienced by our respective wives."*

Another participant, the Military broadcaster affirms the male teacher broadcaster's claim and stresses, *"With my experience in Kailian, as a man I realized that I need to know what my wife is going through or how my kids will become well-nourished children. Handling the program is an eye opener to me as a husband and father"*.

Experience in Broadcasting. Five (5) or 100.00 percent of the station personnel have prior experience in broadcasting. Nine (9) or 60.00 percent out of the 15 CRC members have broadcast exposure before they became part of Radyo Kailian.

Findings have important implication on the overall operations of the radio station. With regard broadcasting skills of the CRC for example, the personnel did not need to conduct rigid training for the members.

The current Asst Station Manager narrates, *"My past experience helped me a lot on managing Radyo Kailian. Both in the technical and programming aspects. Of course the experience helps me solve similar issues yet everyday is a learning experience as they say."*

The Government employee broadcaster shares, *"My past experience helped me when I joined Radyo Kailian in 2017. I did not prepare for anything like physical, mental or psychological. My broadcasting confidence was there already."*

The Military broadcaster also expounds, *"In my past experience, I was both the Disc Jockey and Technician. In Radyo Kailian, I only do the broadcasting part so, it is more comfortable and I can concentrate with what I have to tell the public."*

However, some of them shared that they adjusted on Kailian's program format and content, the Military broadcaster further tells, *"In my past work, I was a DJ. So it was more on music and dedication. But for Radyo Kailian, I have to do research. Playing music is not enough. The message should be of value and important to the community."*

Years Spent With Radyo Kailian. Two or 40% of the station personnel have been with the station for 1-3 years and 4-6 years respectively. Only one of them is a pioneer personnel who has been with the station for 7-9 years.

Two personnel were hired in 2016 and 2017 respectively. The online technician was hired in 2016 while the radio technician was hired in 2017 to replace the former radio technician who resigned in 2017 after he got married.

The current Asst. Station Manager also narrates, *"Although the former President retired in 2015, still much improvement happened starting 2015. A new home for Kailian was built. This was a move of the former President before he left then he also ensured the opening of the BSDevcom program. There was a restructure in the organization since the new President was not the station manager, but it made the radio station better, I believe."*

With regard CRC officers and members' stay with the radio station, 10 or 66.67 percent out of the 15 have been with the station for 1-3 years. Three (3) or 30.00 percent are with the radio station for 4-6 years while only 2 or 13.33 percent have been with Kailian for 7-9 years.

Participants admit that reassignment and transfer are the usual causes why most of them are only recent members of the CRC.

The Military broadcaster expounds, *"Our reassignment is fast and indefinite. Last*

year I was a DJ in Nueva Ecija in a radio in our Camp, now I am assigned here in Ilocos.”

The Police Officer broadcaster also explicates. “Actually at one time I was also affected by reassignment but I spoke with our Chief that I still handle our program, he allowed me though. I love Radyo Kailian. We have been together since 2010.”

The station personnel disclosed that the reassignment and transfer of community members who served as broadcasters affect the programming of the station. However, they revealed a strategy to avoid the discontinuation of the programs.

TABLE 2. Trainings Attended Related to CRS (2016-2018)

Nature of Training	Station Personnel Level			CRC Officers and Members Level		
	L	R	N	L	R	N
Management	3	3	3	3	0	0
Programming	3	3	2	15	2	2
Maintenance	5	3	3	15	0	0
Policy Formulation	3	3	3	3	0	2

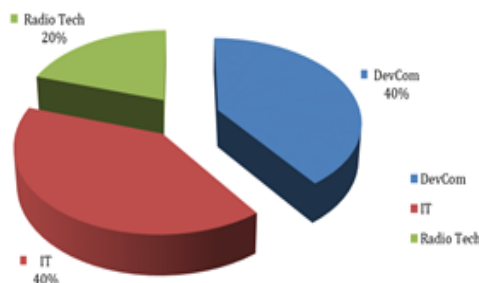
Legend: L-local, R-Regional, N-National

Trainings Attended Related to CRS. All the five (5) station personnel have attended local trainings in radio maintenance. Three (3) of them have regional trainings on radio management, radio programming, radio maintenance and policy formulation. In the national level, again three (3) of them have attended trainings on management, maintenance and policy formulation. With regard CRC, all the 15 participants have local trainings on programming and maintenance while on two (2) of them have trainings in the regional and national trainings programming and policy formulation.

Specialization of Station Personnel. Another distinctive characteristic of Radyo Kailian is the composition of its station personnel. 40.00 percent of them are Development

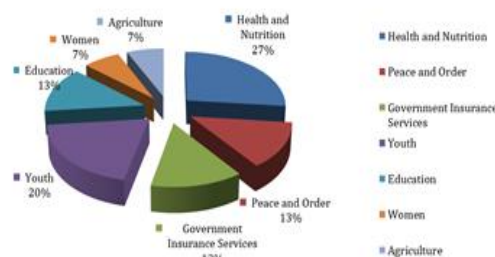
Communication graduates and another 40.00 percent of them are graduates of Information Technology. A licensed radio technician is also part of the team.

Figure. 2 Distribution of Specialization of Radyo Kailian Station Personnel



Sector Represented (CRC Officers and Members). Radyo Kailian is indeed multi-sectoral. 27.00 percent of the CRC members come from the health and nutrition sector. 20.00 percent comes from the Youth sector. This is followed by sectors in Peace and Order, Education, and Government Insurance Services which received 13.00 percent each respectively. Least sectors represented are Women and Agriculture with 7.00 percent each.

Figure. 3 Distribution of CRC Members by Sector



Findings reveal that the qualifications of the station personnel and the CRC officers are assets of a hybrid community radio station.

The presence of Development Communicators in the hybrid CRS give depth to the program content while the Information Technology human resources enhance the production aspects. The Development Communicators focus on enriching the content and the packaging of the messages while the Information Technology staff take care of the flow of information. Although the radio technician's capabilities and skills cannot be denied and undermined, in a hybrid CRS the IT personnel perform significant tasks which a plain radio technician cannot perform such as computer maintenance and creation of online information, education and communication materials. The rich training background of the station personnel is another advantage for Radyo Kailian. The station personnel are able to work together with the CRC members who have also their radio broadcasting backgrounds which ease the burden of tooling and retooling the latter through seminars and trainings. With this collaboration, the CRC members can effortlessly adjust to Kailian's style and format. Station personnel just assist and do individual monitoring to each of them when necessary. Qualified personnel however, are not easily recruited and selected. The quality of human resource in an organization highly depends on the quality of applicants attracted. Radyo Kailian as a hybrid CRS made sure that it has attracted the right individuals for their ethos and ambiances so that the overall strategic goals are achieved. When the right and committed people are selected, productivity surges.

This condition bears a salient difference to those community radio stations which lack the capacity to hire the best people. The Thai CRS's experience of having amateur operators for their radio station caused them problems since the operators lack skills to carry out broadcasting in a professional manner (Magpanthong, 2007). People are vital to organizations as they offer standpoints,

principles and qualities to organizational life. Human resource is a great driving force in a hybrid organization like Radyo Kailian since its chief output is services. The station personnel and the CRC officers are frontlines who have direct interactions with one another and with community members. Thus, they become representatives of the station and aid in forming the image for Radyo Kailian. The intangible service of advocating health and nutrition education through broadcasting is facilitated by their personality, appearance, attitudes, and behaviors. The station personnel and the CRC officers have developed a single construct of what service means to them and that they have developed among them, passion, loyalty, and participation.

Programming and Program Content

TABLE 3. Hours Spent (in a week) for Programming

Programming	2016		2017		2018	
	No. of Hours	%	No. of Hours	%	No. of Hours	%
Developmental issues including nutrition	69.50	51.16	72.50	57.54	73.00	57.94
Others (music, news etc.)	56.50	44.84	53.50	42.46	53.00	42.06
Total	126*	100.00	126	100.00	126	100.00

(*18 hours a day is required for station hours from sign in at 4am to sign off at 10pm: 18 hours/day x 7 days = 126 hours in a week) Source: NNC Region I Monitoring Report (2016-2018)

Programs which tackle developmental issues dominate the programming in Radyo Kailian from 2016-2018. Out of the 126 hours in a week spent for programming in 2016, 51.16 percent were allotted to development issues. The hours increased to 5.98 percent by 2017 with 57.54 percent. While only .5 hours was added to the weekly hour programming in 2018 with 73.00 or 57.94 percent.

Findings reveal that despite being hybrid in terms of the mode of delivery, Radyo Kailian continued to air developmental programs. Findings coincide with the NNC requirement for its CRSs where 60 hours of the programming in a week must be developmental in content.

Participants believe that by not shifting the programming and program content, the identity of Radyo Kailian as a community radio is sustained.

While other community radio stations mirror its production model to the commercial ones (Martínez-Roa & Ortega-Erazo, 2018) Radyo Kailian as a hybrid CRS tries to stand firm to its purpose—a community radio for the people, by the people and of the people (Tabing, 2002). Although heard both on air and online it has retained its identity of being the voice of the marginalized sectors as evidenced by its multisectoral programming. The idea of encouraging involvement and participation through allowing the community members to construct their own local media space on terms determined by the community members themselves (Anwar, 2015; Banjade, 2007; Bello & Wilkinson, 2017; Dahal & Arul Aram, 2013; Frazier et al., 2012; Terry, 2004; Sujuko, 2011; Rios, 2005) in community radio stations is also being practised in Radyo Kailian. The community radio council broadcasters are the creators of the content of their programs.

The broadcasting platform of a hybrid CRS like Radyo Kailian may have become more powerful in terms of building larger communities enhancing its production and improving community members' engagement and participation yet it has maintained its traditional programming and is able to preserve its program contents tailored fit to the needs of its target community which could help ensure a place for itself in the competitive on air and online worlds.

Funding

Radyo Kailian has a definite and adequate funding coming from the college's extension funds.

The former President shares, "The biggest challenge I faced as we accepted having a community radio station was where to we get its budget. That was why during my time, although I was the President and station manager, I did not get

its fund from my Office, the Commission on Audit will question that. I spoke with the former Vice President for Research, Extension and Training to allot 100,000php to Radyo Kailian yearly from the Extension funds."

However, the participants also divulged that aside from a definite funding they receive from the extension funds, the Community Radio Council also assist the station in its finances in the forms of donations and sponsorships. The CRC officers and members helped in intensifying sponsorships and also assisted in looking for donors. On October 2018 through the initiatives of the designated as the Vice President for Research Extension and Training, Radyo Kailian formally became an Extension arm of the institution and was again allocated a budget coming from the Extension funds.

Solid financing is the backbone of a well functioning hybrid community radio station. Budget is among the major tools for implementation of its objectives and policies. In other words, budget provides the basis for decision making in Radyo Kailian especially on adapting and adopting the new technology. Budgeting plays importance not only to Radyo Kailian as an organization but also to its station personnel and CRC officers and members on how to spend in relation to the funds available. Further, budget in the point of view of the management plays other managerial roles such as planning, controlling, communication, and motivation.

It cannot be denied that insufficient budget or funds in CRS is still a pressing issue (Van den Bulck and Hermas, 2011; Manyozo et al., n.d); Harvey-Carter, 2009); Radyo Kailian although has been allotted a budget from its Extension funds has struggled with regard its budget. This was caused by the change of administration with the retirement of its former station manager who was also the institution's chief executive officer. The installation of the new administration brought change in the organizational structure of the institution as

a whole which in turn altered the administration of the station.

However, there were practices conducted to endure the struggle. Involving the community officers and members in sourcing out a budget is one good practice. This creates a sense of ownership to them. The concern each one has developed serves as stimulus for them to render assistance of any form.

CONCLUSIONS AND IMPLICATIONS

For community media in general and community radios in particular to thrive in the new environment as hybrid CRS: Must be led by a strong-willed, passionate, dedicated, upright, visionary leader/manager who ensures that there is an available and adequate budget, values the voice of the Community Radio Council officers and members and analyzes and evaluates the organization scientifically through research.

The adequacy and availability of the budget results to three outcomes; First, there is budget to hire qualified, trained and competent personnel; Second, there is an allotment to serve as incentives to the personnel though the work is actually voluntary in nature. The incentives would further inspire or motivate the personnel to perform well; Third, there is a definite share to finance the on air and online resources.

Qualified, trained personnel have the competency to create globalized broadcast materials and have the capability of conducting local trainings or individualized mentoring for the old and budding CRC broadcasters.

Delivery mode is global but programming and program contents are still local for they are created and delivered by the community members themselves.

Empowered CRC whose opinions, comments, suggestions, and approval matter find their participation a form of self-fulfillment for broadcasting in CRS has become their passion. They have also

considered the station their second home for they have established familial relationship with one another and with the station personnel through their regular interactions. The empowered CRC is not only an advisory board or consultant but a support system where they donate or look for donors or sponsors which fund online and on air resources which then aids in the availability of adequate online and on air facilities.

Digital literacy of practitioners/broadcasters is a must in a hybrid CRS. Such literacy enhances the practitioners'/broadcasters' online skills while it also protects them from potential threats the hybrid platform offers.

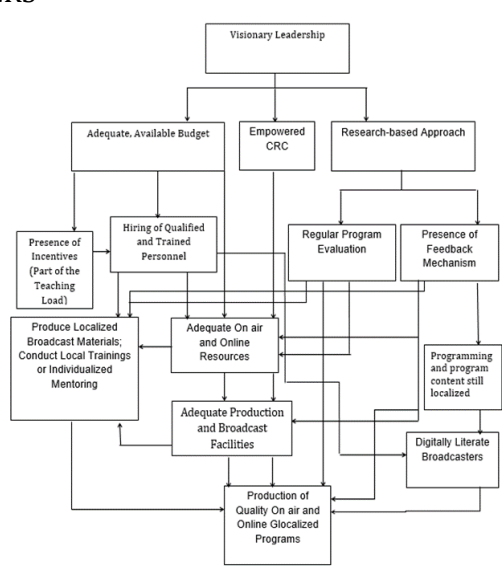
Research is a primary and an essential activity conducted by the management in a hybrid medium. The decision to be a hybrid must be backed up by empirical data. A needs assessment is a foremost activity conducted to determine the necessity to be online and to choose what platform/s suits best the listening preferences of the community members.

A regular program evaluation which would look at some aspects of the station operations such as the broadcast materials, resources and facilities is also essential. Feedback is gathered quantitatively and qualitatively from the station personnel, CRC officers and members and the listeners as well. Data gathered form basis for identifying strengths and weaknesses which are bases for modifications or enhancements of the station operations.

Research and development is deemed important because of continuous technology change in this fast phased changing environment. It is inevitable to do continuous research and development to suit with the changing listener preferences and optimize the use of social media for broadcasting purposes and its significance to CRS' survival in the new environment.

The shift from the traditional analogue medium to digital is a major transformation for community radio stations in general. The blending was not made instantly. The change was taken one day at a time backed up by empirical data. With the decision to go digital, community radios now and in the years to come therefore, are faced with bigger expectations, responsibilities, and commitments. As a hybrid medium, CRS are: expected to produce on air and online programs which are acceptable to the standards of its glocal stakeholders; responsible in ensuring that digital tools are utilized essentially, effectively, and creatively; and remain committed to retain its community radio identity despite the alteration in its mode of delivery.

Figure 4. Schematic Diagram of the Sustainability of Radyo Kailian as a Hybrid CRS



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