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[ijrset@gmail.com](mailto:ijrset@gmail.com)

[www.ijrset.com](http://www.ijrset.com)



# Media Organizations and Human Resource Management

**Dr Satish Kumar Thalladi**

Assistant Professor, Department of Journalism and Mass Communication, Osmania University,  
Hyderabad, India

**ABSTRACT:** Human resource management in media industry is different from other industries. Media products are different from other industry's products. Life of media products is short comparing with other industry's products. Human resource working in media must be very knowledgeable, fertile with imagination, and should be able to use technology, and also must have speaking as well as writing skills. Creative people should have visualization and also must have idea on art work etc. Human resource should be able to generate public interesting content. Mastery over photography, art, softwares, editing electronic and print content will be added advantage. Media persons must be able to produce content in within deadline. Visibility of media staff and issues pertaining to media are more comparing with other employees working in different industry. Job satisfaction of employees working in media industry is important, for improved and increased productivity. Informal organizational structure must be designed to deliver creative media products. Media products must entertain audience or provide information and knowledge. Media staff must be recruited employing scientific techniques. So, that they would contribute to organizational growth and capture market share. Without quality human resource, no media organization can prosper in the competitive market. Organizational psychology and organizational behaviour techniques must be employed to improve human resource in media organizations.

**KEYWORDS:** Media industry, Newspaper, Television, Radio, Social media, Work group, Creative staff, Innovation, Entertainment, Team work etc.

“No other element of the media organization enterprise can deliver as great a return on investment as its human resources.”

## I. INTRODUCTION

*“People are the most important asset; it is not rhetoric. It is reality” (Meisinger, 2005).*

Working with creative staff is a challenge: Generally, creative staff in their artistic endeavour work for their own satisfaction. So, handling and extracting work from them is a challenge. Staff in the media organization gather information and develop them into readable or watchable news and sell for a price. For a media company, knowledgeable and skilled manpower is a vital asset and imperative. People need interesting content to consume. Creative media personnel has to develop content suitable to consume by the viewers or readers. If the content is not liked by the viewers or readers, organizations will not be able to earn sufficient revenue. Media organizations are also business organizations; they work for profit.

Newspapers, Magazines, Television, Radio, Social media etc. are types of media, where media persons work. Media managers face tough challenge in managing people with high level of creative talent with report writing, copyediting skills, script writing, Photography, Video editing etc. People with these skills are difficult to find, if found it is difficult to retain them in media organizations for longer time. People with high talent are always in demand, whatever the status of the employment market. Creative people always seek challenges, responsibilities and opportunities, so they move from one media organization to another.



HR managers generally keep an eye on outstanding performers in media industry to hire them for their organizations. Lateral movement of employees is common in media industry. As there are not many higher levels in media organizations to get promoted.

HR team in the media organization must find out motivational needs of its employees. Each employee may have different self-actualization need. Creative people are generally sensitive and price their creative work and value appreciation from people more than anything else. They prefer freedom, challenge and time to practice and perfect their craft. Creative people spend more time “thinking” to generate unique content and prefer variety in work. HR team must provide conducive environment to get best from the media staff.

HR team in media organizations must develop a short term and long-term career plan for each employee, so that they would strive to acquire experience, knowledge and skills. Depending on the employees’ interest and organizational needs, career plan must be prepared. If employees want variety, they should be given an opportunity or if they want different responsibilities, they should be given. If employees want challenges, then challenges suitable to the organization must be created. Media organization must nurture its management style, to be supportive to employees. It should have clarity in expectations. It should monitor and control employees closely to get best results with creative employees. Suggestions from creative staff or media staff must be taken and implemented, if found suitable to the organization’s productivity. Creative media staff must be encouraged to contribute to organizational growth by taking up challenges and exploring opportunities to develop innovative content.

There are two broad perspectives for an organization to explore: The first is nurturing employees and encouraging to realize their goals matching with that of the organization and the second is developing best products liked by the consumers. Management must strike a judicious balance between producing creative products and nurturing employees. Managers work with employees, when they develop quality products. It is a continuous process. Employees also work to enhance their skills, experience and knowledge throughout their career. For two perspectives to achieve, managers need to focus on employee motivation. But there would be a conflict, when nurturing employees to achieve their aspirations takes priority with that of the organizational interest. So, sensible balance has to be struck by the manager.

Matching quality production and employees’ skills: Generally, it is a challenge for media managers to balance between production of the content and taking care of the employees working in the media organization. In media organizations, content has to be created on time, at high quality which entraps the consumers, at economic cost and effectiveness. In media organizations, content is king. Good quality content can generate revenue.

Managers in media organizations must be concerned about their staff and their well-being, because they bring out the media products. Managers must motivate their staff to meet deadlines and deliver a profitable product. Generally, top management of media organization will not be concerned about its employees. Management has to exhibit concern for its employee’s well-being. Commitment and loyalty of employees towards media organization will increase, because of welfare programmes initiated by the media organization.

Media organizations functioning in the same market having comparable facilities and employees of same size, may achieve or may not achieve similar level of success. Some may attain their objectives often and some may fare badly. What could be the reasons for the state of affairs? Assessing the reasons for difference may be difficult. However, the method of managing human resources could be different. Media organizations, which build employer branding will be able to attract best talent in the market. Employees must be compensated satisfactorily. Managers must recognize their contribution and talent, and respond to the needs of each employee. Provide employees with amiable environment, reward employees for their outstanding contribution to the organization’s success. Organization must nurture employee’s talent and



skills over a period of time. Media organizations more interested in return on investment than its employees will face tough challenge in competitive market, because employees would not be in high spirits to work, there will be no loyalty, desertion of employees would be high and organization would face constant struggle to survive in the competitive media market. So, media organizations must frame employer friendly HR policies to extract best work from them.

## II. THE UNIQUE CHARACTERISTICS OF MEDIA COMPANIES

Nature of the Product: Media products have short span of life and are perishable in nature. Media companies collect and process information into news and persuasive messages. Media products like newspapers and broadcast programs have to be produced within deadline and product must be distributed before it perishes, otherwise it would lose its value. Books and films are exceptions to media products. Once news reaches its audiences, it loses its value. Media products should be produced and distributed in a timely and effective manner. Timeless, proximity, impact, prominence, oddity, relevance and conflict are news values, which must be followed by media organizations to make news products popular with the audience.

One of the important responsibility of media is to produce a new product every production cycle: a new issue of newspaper has to be brought out every day. A magazine must be brought out depending on periodicity. A new episode for television programmes has to be produced every news cycle or entertainment programmes cycle. A new book, audio record, or new advertisement or movie must be produced in time with quality content. If products of other industries are compared with media products, content and packaging must be new and attractive. Content must be created a fresh from scratch for each product cycle. Media content must be produced after conducting research in consumer behaviour. So that success rate would be high and firm would not incur losses. At a basic level they differ from other firms and industries because media products result from creative work that is based on information, ideas, literary and artistic endeavour (Picardo,2005, Wicke, 1990; Mitry, 1995; Hinrichs, 1999; Caves, 2002; Clayton, 2003).

There are two types of products: 1) Single creation products 2) Continuous creation products. Single creation media products are idea driven, creative and innovative and are developed depending on individual media platform needs. Content creation would be prime objective of single product creation firms. There is risk in single creation products and may incur heavy losses due to unpredictable nature of the market. On the contrary, continuous creation products are concept driven and are improvised for quality from time to time. In continuous creation products, selection, processing and packaging of the content plays a critical role in production, distribution and sales.

Media managers of products concentrate on look and feel of the concept, experience felt by consumers, and development of interesting content creation. Content is also packaged attractively to impress the consumers and entice them. For continuous product creation, branding plays very important role. Marketing and sales cost for continuous product created is generally less. Because, habits are formed and consumers remain loyal to the media organization by subscribing to the content. Therefore, failure rate for continuous products created is less.

Media products will receive copyright and royalty to the owner, and no other industrial products receive. Many decisions in media industries are based on non-economic criteria and rely upon public service, artistic, and cultural factors, established relationships, the intuition of creative decision makers, and—sometimes—whimsy and hubris (Picardo,2005, Bogart, 1995; Fuller, 1996; Gans, 2003; Wolf, 2003; Stewart, 2005). Now-a-days, many media products are distributed in digital formats. It would cost less than physical products. Media products are subject to piracy and counterfeiting due to availability of cheap digital technology, other industry products are not subject to piracy or counterfeiting. Because of piracy and counterfeiting, legitimate revenue from original media products would affect.



Media managers face distinct challenges comparing with most other industries. Media managers create intense deadline pressure to generate a product; it needs well-coordinated effort of the team members. Media products needs constant innovation and creativity from media workers. New subjects and themes must be tried to entice readers or audience to the products. Holding readers or viewers interest is a challenge for media product creators. Due to unlimited content availability in the market.

Media products success rate can't be predicted. Because of unpredictable product quality and consumer demand. As a result, product failure rates are high in single product creations. Generally, media products are reused many times. There is oversupply of media products from which consumers choose. Therefore, it would affect success, failure and cost of the products production cost and selling price. Media products producers make money from selling media products in small numbers, which become popular in the market. Media products are consumed more often than other industrial products. Time devoted to consume television programmes, radio programmes and other audio programmes is high comparing to other industrial products. Media products production cost is highly subsidized by advertising revenue. Media products are bought but not consumed. Media organizations face less competition comparing with other companies.

Employment: Now-a-days, media staff must be well educated, very creative, fertile with innovative ideas, professional, persistent, must have clarity of thought and expression must be well connected with media professionals. They should also be familiar with latest technology, softwares and developments in media industry. Employees working in media industry are most valuable asset. Abilities of the employees are most important than latest technology, as employees generate content for the readers or viewers.

Media managers encounter another unique challenge which is different from other managers working in other industries. Because, information gathered, processed, distributed and sold to the readers or viewers at distant places from the media organization. Generally, reporters in the print and electronic media organizations go out to gather information from the office, so they are not under supervision of their superiors and will be representing the organization. Seniors in the media industry must train the young professionals, who join the organization. Not only young professionals must be trained in skills of writing news or script for television programme or radio or an advertisement or movie, but also, they must be made aware of current laws, rules, regulations and ethics. Otherwise, organizations may land up in trouble.

Hierarchy in the media organizations is very short. It doesn't have many levels. So, career advancement is limited. So, except salary hikes, promotions are not many. Media staff has to move from one organization to another organization for career advancement. That makes media professionals loyal to the profession and not the organization. Organization has to deeply probe the feelings of its employees to design policies to motivate media professionals and build loyalty towards organizations. As experienced staff are irreplaceable asset to an organization.

Organizational structure of Media organizations: Due to rapid change in technology and availability of cheap internet, media products production, distribution and consumption has also become easy and accessible. So, designing of the organizational structure must lead to stability and organized work flow. Organizational structure must facilitate effective functioning within the stipulated deadline. Many modern management thinkers prefer and advice for an informal organizational structure for best results in a progressive media organization. An organization to grow faster, it should be flexible and must adopt horizontal structure. Vertical hierarchy and traditional, rigid organizational structure are suitable to other business establishments but not for media organization. Because, hierarchy destroys creativity. Media managers have twin objective to meet. First, media has to produce new, innovative, creative, informative and high—quality products. Second, media products have to be produced within a deadline. So, to produce media products, employees must have freedom from regular work schedules. Monotonous content will be rejected by readers and viewers. Primarily, audience will be looking for entertainment and information. Entertainment products will become more popular and generate revenue for the producers.



Media's role in society is unique: Important functions of media are: Surveillance, generating public opinion on important issues to the society, interpret public issues and events taking place in the world, providing education and entertainment, sharing information, persuasion, socialization. Media has a unique responsibility in the society. Media companies' products are more visible than other companies. Information pertaining to media industry like accounts of advertising agency, TV program ratings competition, newspaper and magazine circulations, etc. are regularly covered by the media than business information and practices of other companies. Media organizations practices will be seen and covered with a magnifying glass. Any mistake done by media attracts attention and is written about in media. As we are living in an information society, media has become influential and visible for obvious reasons. Of course, with emergence of social media, fake news is spreading faster, still mass media has credibility and trust. There is tremendous pace in changes happening in media, technology wise, change in audience taste in consuming content, and employees' preferences and choices. So, media managers must keep a tab on advertising and other revenue generating avenues to develop market friendly content.

Media staff must produce creative and innovative products, which entice readers or audience and give entertainment. Hit entertainment content is sold in large numbers than ordinary content. Media employees must have general knowledge, insight into issues, strong command over language both: speaking and writing, professionalism, commitment, and networking with people etc. Despite emergence of new media technologies, but still employees are organization's invaluable asset. Organization has to produce new product each cycle, it relies on the staff's ability for its creation than the sophisticated equipment available. Readers or audience have to be captivated with the product as long as possible with interesting content.

Now-a-days, employees with domain expertise, knowledge about the market segment is necessary, to create content to target audience interest. Creative and innovative employees with new ideas and concepts become influential in the media organization. Organization structure should promote research, creativity and team work among the employees. So, employees have to be rigorously trained to get the best from them. In both print and electronic media, reporters and editors have to be imparted with necessary skills to handle from simple to complex story. Due to growth in information availability, many beats have emerged like politics, business, legal, crime, fashion, science and technology, and sports etc. As a result, domain knowledge is important for reporters and editors. At the same time, presentation skills and packaging the content are also important. Due to busy life of the public, content must be short and simple to understand. There is influence of television and social media on print media. Designing and packaging of the content has also become important. So, employees' must learn necessary skills and update at regular intervals.

Business organizations are demanding Integrated Marketing Communication, so advertising or public relations personnel should also know about other fields like marketing, publicity and sales promotion. Updating of media personnel is imperative, if they have to be relevant to changing times. It is a challenge for media managers to retain highly trained and motivated employees with the organization and also satisfy them. Organization has to give them creative freedom to explore their talent. And also, organization has to provide with critical responsibilities, crucial decision making and job-redefinition. Job enrichment also motivates media personnel to work at their best and contribute to organizational success. Media organization's executives have to do thorough research in latest management approaches to be adopted in media organization. Without suitable employees, media cannot thrive. As it has to create a new product with every production cycle. So professional knowledge, technological and software skills are a must to recruit employees. Without them employees are of no use to media organization. As the staffing pattern is different from other industries, media managers have different personnel issues to handle.

Important advantage of media organizations is knowledge, experience and skill of its employees. Media organization is employee intensive, as each production cycle requires new product to be developed and distributed. It is a challenge for media managers to find and employee professional knowledge workers in media industry. A creative professional feel satisfied, when his or her work is appreciated. Creative people



work for intellectual and professional satisfaction. It is not monetary in nature. It is inner satisfaction that is paramount. So, it is a challenge for the media managers to provide a creative platform and help the personnel to nurture their talent and skill for producing an information product within a deadline that is liked by consumers in the market.

Media organizations and Organizational behaviour: Behaviour of each employee in a media organization plays a crucial role in the success or failure of the organization. There is always a dynamic tension between the organization and each employee. It all depends on positive and negative feedback of the employees. That is why, employee's behaviour in a business environment has to be assessed to modify depending on organizational needs and market demand. HR personnel and media managers' employee psychometrics techniques to evaluate qualities like aptitude and attitude of the employee. Organizational psychology has to be tried to find employees suitable to the media organization based on certain knowledge, skill tests and interviews.

Media managers must have an understanding of individual and group behaviour in an organization. Management's duty is to take care of media organization's employees and also production process. And also, it is imperative for the management to understand attitudes, temperaments and personalities in the production groups. HR personnel must find beliefs, values and identifiable attributes of employees. This information will help in getting insight into individuals and groups. This will help in identifying right employees for the media industry. Therefore, many psychological theories and models must be explored to apply them to employees working in media industry to get best results.

In media industry, there are two types of employment in print and television: permanent employment and contract employment, depending on media organization's proprietorship. Still media industry is not so preferred profession for many, as the profession seems to be insecure and unstable. Media production employees know that they are as good as the last job they did, they have to negotiate to find new job. Media staff hiring depends on reputation, experience, contacts, networking, creative work and commitment. An understanding of media house's organizational behaviour is very important to design a management strategy. It also leads to effective human resource management. An employee individually behaves differently than as part of a group. Individual attitudes, preferences, and values influence an employee working in an organization. Several organizational behavioural scientists have given their own interpretation for effective functioning of an organization. Taylor, Mayo, Barnard etc.

As a member of media production team, every employee has to complete a given task or work as part of a team. Working teams are small. Each employee has to own once work and the activity given by the organization. There would always be a dynamic interaction between organizational requirements and individual's wants and needs. For a media organization, product to be successful, employees have to relentlessly strive to contribute value to the task given by the organization. Good employees constantly strive to give their best to the project they are part of. Media products have to be produced within the stipulated time, at reasonable budget, creatively at acceptable quality and distributed at the earliest to the audience.

Media and employment landscape: Media comes under information and entertainment industry. Entertainment industry's media products are cultural artefacts. Information and entertainment industry compete in the market intensely. Because of increase in channels and print media outlets, employment opportunities have increased by several folds. These days' social media platforms are also providing employment opportunities to many. Every year advertising revenue is also increasing significantly. Never before in the history of media, employment opportunities have increased by several fold. Internet has democratized media reach and providing many platforms for the masses. Due to technological advancement, convergence has taken place.



Human Resource Management Practices vary for each type of media as skills needed for each one of them also differ: Print media needs different types of skills comparing to electronic media. Social media needs different type of skills. Employee's preferences, aptitude and attitude have to be found and trained suitable to their personality. In all types of media organizations, recruitment and selection of media persons should be done scientifically depending on the platform. Capabilities and aptitude of the employees must be scientifically evaluated during recruitment. Right candidates can be selected only after deeply probing their personality. Otherwise, any mismatch between skills, expertise and experience needed and candidate's ability would affect the output in generating media content.

Majority of the media persons are dissatisfied with recruitment procedure, because there is no objectivity in selection procedure. Many media persons feel, the candidates with prerequisite skills and knowledge to perform the job are not getting recruited. This is creating problems to realize the goal of the media organizations. Effective selection of employees is important as the organization's performance depends on employees' performance. Adoption of scientific techniques to evaluate personality of the candidate will reduce unpredictability of new employees' performance.

Objective and scientific human resource planning activities are positively related to employees' productivity (Kochand McGrath,1996). HRM activities involved in getting the right person on the right spot (employees skill and organizational structures) contribute to higher productivity and market value of the company. Moreover, it also has as light negative impact upon turnover (Huselid, 1995).

In media organizations, management likes to select candidates depending on their editorial policy. They look at several aspects like ideology, educational background, character, skills, and domain knowledge etc. Before selecting a candidate apart from competency. Staffing selection is positively related to perceived market performance (Delaney and Huselid, 1996).

After selection, employees have to be trained in imparting knowledge and skills. Employees have to be deployed in the job suitable to them. Job must give an opportunity for employing knowledge, skills and abilities. "The training and development of people at work has increasingly come to be recognized as an important part of HRM (Oakland and Oakland, 2001)." "Both reporters and editors believe that training improves skills and abilities of the employees. Training provides employees with specific skills or helps to correct deficiencies in their performances; while development is an effort to provide employees with abilities the organization will need in the future (Gomez-Mejia, Balkin and Cardy1995)." "Training is considered a form of human capital investment whether that investment is made by the individual or by the firm (Goldstein,1991; Wetland2003)."

"Once employees are hired, training programs enhance employee job skills. Employees are expected to acquire new skills and knowledge, apply the month job, and share them with other employees (Noe,1999)." (Wiley:1993) "Training "is more inclusive than it used to be. Training used to focus mostly on teaching technical skills, such as training assemblers to solders wires or teachers to write lesson plans. Today, such technical changes, improve product and service quality, and boost productivity to stay competitive. Doing so often requires remedial education, for example, quality improvement programs require employees who can produce charts and graphs and analyse data. Similarly, today's employees need skills in team building, decision making, and communication, as well as technological and computer skills. "The training and development of people at work has increasingly come to be recognized as an important part of HRM (Oakland and Oakland, 2001)."

"Skill development could include improving basic literacy, technological know-how, inter personal communication, or problem-solving abilities. Employees want good training opportunities to increase their marketability. The conventional wisdom used to be that if the company makes them marketable, employees will leave at the first opportunity. But today, companies are finding that the more training employees get, the





more likely they are to stay. Indeed, when the training ends, the turnover tends to begin (Wien-Tuers,2001).”

“An analysis of employee commitment among hospital administrators, nurses, service workers and clerical employees as well as among scientists and engineers from are searchable concluded that the employer's ability to fulfil the employee's personal career aspirations had a marked effect on employee commitment (DeToroandMCabe,1997; Marchington andWilkinson,1997).”

Loyalty to the organization increases, if there is job security. On the other hand, employees may also become contended and may not work at all. So, performance appraisal has to be taken at regular intervals to assess the contribution of the employees to the organization. Job insecurity increases stress in work also impacts family life. Sometimes, job in security puts employees to take work seriously. Job in security was found to give rise to stress symptoms and overload, as well as higher levels of intra-personal conflict concerning work and personal life.

Adequate compensation has to be paid to the employees as per the industry standards. Rewards have to be given to employees for doing extraordinary work. Sincere employees have to be identified and encouraged. Superior must be impartial in assessing the employees' contribution. Right compensation motivates employees and their behaviour. Pay continues to be important in determining motivation to perform (McCallum,1998).

Affair wage is the corner stone of the contractual and implied agreements between employees and employers, the underlying assumption being that money can influence behaviour (Parker andWright,2001). Merit pay is the subject of much debate. Advocates argue that only pay or other rewards tied directly to performance can motivate improved performance (Campbell, 1998).

Issues pertaining to media are reported often. Media has visibility. Employees working in the media have visibility, identification, celebrity status and recognition in the society. In a media organization, nature of work must facilitate fresh ideas for developing content, which must titillate and provide entertainment and information for its readers or viewers. Products churned out by media organizations must have social relevance. Especially, for print and electronic media, content must be topical. People will not read or watch content, if it is not based on news values. By establishing quality circles, employees meet at frequent intervals to resolve problems. And also think a strategy to improve quality of media products. Quality circles helps in reviewing the quality content developed or ideas for developing the content to readers or viewers' interest.

Organizations must invite employees to participate in decision making and also suggest ways to enhance growth of the organization. By employee's participation, they will own the organization. Employee loyalty will increase and turn-over will come down. By allowing employee's participation, organization will touch the emotional chords of the employees. Then employees will own the media organization.

Organization has to communicate with employees constantly to motivate them to realize organizational goals. Communication also builds loyalty of the employees. In a formal organization, communication may not flow to the bottom easily. So, adequate precautions have to be taken to percolate communication to all the employee working in the organization. Effective communication is an essential face to people management, be it communication of the organization's goals, vision, strategies and business policies or the communication of facts, and information and data communication structure (Hart, MillerandJohnson2003; LarkinandLarkin,1994; Yingling,1997). Effective communications strengthen employee identification with the company and build trust (Clarke 2001; Levine 1995).



Each individual will have different attitude, skills and knowledge. So, team work will compensate and compliment knowledge, experience and skills of each other employee. Always two brains are better than one brain. Team work will be able to generate ideas and execute ideas for results. Media organizations need to produce creative and innovative products. Team work will be able to do it successfully.

Media organizations must give liberty to express their views with in the permissible limits. Suppression leads to frustration among the employees. And sometimes leads to organizational exit. Ideas and views useful can be allowed to be expressed in the social media catering to the organization's brand building.

360-degree performance appraisal on employees must be taken by the authorities. Feedback gives ample opportunity for employees to improve his performance. Strengths and weaknesses of the employees can be found through performance appraisal. Creative and innovative employees must not be subjected to rigorous performance appraisal. Performance appraisal, if not done scientifically, may lead to impact team work and other consequences. Likes and dislikes of superiors must not impact the appraisal or compensation hike.

Edward E. Lawler III (1994a) Many experts feel that traditional appraisals don't improve performance and may actually back fire. They argue that most performance appraisal systems neither motivate employees nor guide their development. Edward E. Lawler III (1994b) Furthermore, "they cause conflict between supervisors and sub ordinates and lead to dysfunctional behaviour. Markovich (1995) The traits measure dare of ten personal in nature, and "who likes the idea of being evaluated on his or her: honesty, integrity, team work, compassion, cooperation(objectivity).....?" Boudreaux (1994) Total Quality Management guru Edward Deming basically argue as follows: They say the organization is a system of inter related parts, and that an employee's performance is a more a function of factors like training, communication, tools, and supervision than of his or her own motivation. Boudreaux (2000) Furthermore, performance appraisals can have unanticipated consequences. Forced appraisal in particular can undermine teamwork.

Promotions have to be given to deserving employees and not based on nepotism or favouritism. Objective evaluation and fairness have to be the yardsticks for assessing the employees. Promotions motivate the employees to contribute to the organization. Career advancement must not be based on praising the supervisors or keeping superiors in good humour. But, based on employee's performance and employee's contribution to organizational growth.

In a media organization, creative content is produced in work groups. Creative people form a group and toss ideas to construct content, which is interesting. Work groups are domain specific and focused on activity or discussion around certain specific subject areas. While developing imaginative content for films or television or advertising etc. work groups are formed. For developing creative content, work groups must be assembled with experienced employees. Experienced work groups yield better content. Action, adventure, romance, comedy, drama, suspense etc. content in different genres is produced in innovative methods in competitive market. Cinemas and web series need out of the box thinking to make it different and new. Work group plays critical role in developing interesting content.

Media organizations must design work professionally. Organization's activities, content, tasks, responsibilities, relationships must be engaging, motivated, not bored and un-stressful. Well-designed work will influence organizational outcomes. It also will increase financial growth, wealth, productivity and reduce organization's waste of time.

Media organization should give importance to personal life of its employees to earn loyalty and commitment. Often reporters go out to gather news. Sometimes they get into trouble and may lose life too. Media organizations should assure its employees that it would take care of their families. Media organizations must design their job such that personal life of employees is taken care off.



Journalists working in print and electronic media face many challenges from the society they operate. Because, they expose politicians, criminals, businessmen and people who work against society's well-being. Media person's exposure of illegal and unethical activities will hurt people in power. They may also receive life threats from them. As a result, media persons may be targeted. Media persons, sometimes have to work in odd hours away from their family. So, their safety and security have to be taken care of by media organization. There is always risk in breaking new stories in print media or electronic media. Due to intense competition in the market, new stories have to be broken. Organization has to motivate and provide security to the reporters going out to gather sensitive news. Reporters all over the world face life threats. Many lose life too. Especially, reporters covering strife torn areas, have to be compensated adequately. Credit has to be given to the reporters, who break new stories.

Conflicts among the employees must be resolved within the organization. There should be a mechanism to resolve issues amicably. Peaceful resolution must be encouraged. Animosity among the employees is not good for organization. Politics among the employees will ruin the organization. Media organizations must adopt a strategy that resolves issues to the satisfaction of the employees. Employees leave the organization due to conflicts among the employees. Employees must support each other in the organization for increasing the organizational productivity.

Of course, media organizations must follow rules and regulations in the workplace. Because, organization has to survive and thrive in the competitive market. Each employee's interest must be made to match with the aims and aspirations of the organization. Unless the organization is profitable, it cannot thrive in the market. Appointment orders must be given to employees. Working Journalist Act and other laws must be implemented. Hiring and firing must be done as per the rules and regulations. Employees must not be recruited from manpower agencies to save salaries. Media persons must be respected by giving them, what is due.

Media organizations must try to improve effectiveness of the organizations, with introduction of innovative working methods. Organizations must empower its employees, train staff, introduce new ways to improve quality with new technology. Training of its staff must be done frequently at regular intervals in technology and ideas generation and developing content. Systems and procedures in the organization must encourage efficiency. Work experience in the organization must be satisfactory. Organizational management must give value to employees' ideas and suggestions. Management must not exploit employees' helplessness. Employees must not be discriminated based on caste, class, and religion etc. Social integration of the employee promotes unity and commitment towards the organization.

Monetary or non-monetary rewards encourages and motivates employees to contribute to the organization. Organizations must appreciate employees doing outstanding work beneficial to the organization. Recognition and credit must be given to employees breaking new stories. Employees must be rewarded for quality content, ideas and exclusive stories. Compensation provides recognition, but other forms of non-monetary rewards like appreciation letters, recognition are also important. Recognition and appreciation from managers, team members, peers and customers enhance commitment (Walker,2001). Particularly, important to the employees are opportunities to participate and to influence actions and decisions of the organization (Davies, 2001; Gold,2001).

Work environment in the media organizations should be conducive to promote healthy organizational culture, where employees have freedom to pursue their interests useful to the organization. An employee of a media organization must learn, unlearn and relearn. As content creation is a continuous process. Organizational goals must be set with consulting with the employees. Organization must provide necessary resources for exploring and implementing innovative ideas. Whenever employees leave organization, HR department has to conduct an exit interview of the employees to know: Why they are leaving the organization? Lacunae in the media organization will be known in exit interviews. Improvising of the



organization can be done. Exit interviews throws lot of light on the organizational advantages and weaknesses. Creative employees need democracy at work place. Because, rigidity will make them frustrating. Freedom will allow employees to take initiative and explore the unexplored. As each employee's interests are different from the other employee. It encourages employees to pursue ideas and concepts useful to the organization.

Organization has to promote inter-departmental coordination to promote creativity and innovation. Strong inter-group relationship has to be nurtured to work as a team for the benefit of the organization. Media organization's structure must be informal in nature, as it promotes inter-departmental coordination. Employees across the organization can coordinate and produce better products suitable to consumer's taste. Formal organization kills creativity, innovation and initiative in the organization. Employees must be given freedom to work with anyone in the organization for its benefits. Creativity germinates with fusion of ideas from employees working in different departments. Inter-disciplinary research must be encouraged to find new ideas. Informally conducted group meeting will yield better results. Media organization must strive to improve the job satisfaction of the employees. Because, satisfied employees increase productivity of the organization. Other benefits of satisfied employees are loyalty, commitment, tenacity to the task given and motivation etc.

Wages influence the recruitment and retention of workers (Highhouse, Stierwalk, Bachiochi, Elder and Fisher 1999; Parker and Wright,2001; RynesandBarber1990; WilliamsandDreher,1992) and therefore play a role in the staffing process. However, these studies recognize that pay, by itself, will not be enough to retain people. Low pay will of ten drive employees out the door, but high pay will not necessarily keep them. Ultimately, they stay because they like their co-workers and are engaged and challenged by work that makes them better at what they do. Media organizations must have grievance mechanism. Generally, media organizations don't have grievance mechanism. Media organizations don't have freedom of expression. Employees can't voice their grievance against the administration. Grievance mechanism will reduce dissatisfaction among the employees. This is being reinforced by(Akhileshwari.R,2009) Almost none of the media organizations have setup a complaints committee or grievance redressal mechanism, which is a violation of the stipulation of the Supreme Court of India order. Grievances handling mechanism will address employees' complaints. It reduces dissatisfaction among employees and raises commitment to the organization. "Grievance procedures provide a more formalized mechanism by which workers can be heard when they are dissatisfied with a decision rout come (GopinathandBecker,2000)." Grievances should also be allowed to be expressed. If organization acts fairly, employees feel satisfied. Dissatisfied employees are not good for the organizational growth.

#### IV. CONCLUSION

Media industry around the world is growing exponentially. It needs quality human resources to capture the market share and financial growth. It is a creative field. Content generated must capture readers or audience. Content should be fresh with new ideas, so that people would not get bored. Content must raise to audience or readers' imagination. So, creative freedom must be given to them. Human resources have to be managed scientifically. Management must employ several organizational behaviour techniques to get the best output from the employees. Professional running of the organization is essential. Depending on the type of media, employees are recruited. Film industry is project based so employees are recruited on contractual basis. Print media or electronic media also recruits employees on permanent or contractual basis. Laws, rules and regulations pertaining to media must be implemented. Media content producers must have sound judgement and understanding of human psychology. Print and electronic media in India doesn't respect laws of the land or rules and regulations. Print and electronic media depends on advertising revenue to subsidize their product development cost. Media industry is intensively competed market. So, human resource can make or mar the performance of the media organization.



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