

Functions of Human Resource Department in Media Organisations

Dr Satish Kumar.Thalladi,

Assistant Professor,
Department of Communication and Journalism,
Osmania University, Hyderabad---500007

ABSTRACT

The aim of the study, Human Resource Management is to enable organizations to be effective through their representatives. Human Resource Management is a specific capacity and ought to be done professionally. Representatives working in media associations ought to manage tremendous due date weight, which likewise requests a profoundly planned work process among different departments. In the meantime, it requires steady innovativeness and development with respect to media laborers. That implies attempting new things and, in the meantime keeping per users or gathering of people attracted in to the product. Most media companies produce perishable commodity information, in the form of news, entertainment, or persuasive messages. A special challenge for media managers is to work with their “creative” staff, the people who gather information and develop messages or who sell. Human resource is vital asset of any media company. Without their effective performance, media products will become hackneyed, which may ultimately result in the failure of the firm, or bring in insufficient revenue. Human Resource Departments in media organizations can devise special employee friendly policies for improving efficiency of the media organization. Good HRM is likely to generate much loyalty, commitment, or willingness to do extra effort for the organization’s objectives. This paper examines functions of human resource department in media organizations.

Key Words: Media Organisations, Human Resource Management, Human Resource Department and Organisational Performance.

INTRODUCTION

Human Resource Management is commonly defined as a ‘process of acquiring, training, appraising and compensation employees, and attending to their labor relations, health and safety, and fairness concerns’ (Dessler 2005), and as a “Strategic and coherent approach to deal with the administration of an association's most esteemed resources –the individuals working there who separately and all in all add to the accomplishment of its objectives” (Armstrong, 1999). Hall and Goodale (1986) add that Human Resource Management is a “procedure of uniting individuals and associations so that the objectives of each are met,” with

the point of the “ideal level of fit among the four parts the earth, association, occupation, and person.”

The goal of the study Human Resource Management is to enable organizations to be successful through their people. More extensively, Human Resource Management aims are to (1) give a scope of services which support the accomplishment of corporate destinations as a major aspect of the way toward running the association; (2) empower the association to acquire and hold the gifted, submitted and very much roused workforce it needs; (3) upgrade and build up the natural

limits of individuals their commitments, potential and employability-by giving learning and ceaseless advancement opportunities;(4) make an atmosphere in which beneficial and concordant connections can be kept up amongst administration and representatives and in which sentiments of shared trust can be produced; (5) build up a situation in which teamwork and adaptability can thrive; (6) help the organization to balance and adapt to the needs of its stakeholders(owners, government bodies or trustees, management, employees, customers, suppliers and the public at large);(7) ensure that people are valued and rewarded for what they do and achieve; (8)manage a diverse workforce, taking into account individual and group differences in employment needs, work style and aspirations; (9) guarantee that equivalent open doors are accessible to all;(10) receive a moral way to deal with overseeing workers which depends on sympathy toward individuals, reasonableness and straightforwardness; and (11) keep up and enhance the physical and mental prosperity of representatives (Armstrong:1999).

Importance of Human Resource Management

Jack Welch, Former CEO of General Electric understood the importance of treating employees as sources of initiative, energy and creativity rather than just as controllable costs, said:“The talents of our people are greatly underestimated and their skills are underutilized. Our biggest task is to fundamentally redefine our relationship with our employees. The goal is to build a place where

individuals have the flexibility to be innovative, where they feel a feeling of achievement –a put that draws out the best in everyone” (Ghoshal and Bartlett, 1997). Percy Barnevik, Former CEO of Asea Brown Boveri (ABB), once said that managers spent too much time trying to squeeze the last percentage point of productivity out of their capital assets while ignoring the huge untapped potential of their human resources: “There is huge unused potential in our kin. Our association guarantees they just utilize 5 to 10 percent of their capacities at work. Outside of work they draw in the other 90 to 95 percent to run their families, lead a Boy Scout troop, or fabricate a mid year home.We have to learn how to recognize and employ that untapped ability that each individual brings to work every day.” (Ghoshal and Bartlett, 1997).

Intense business organization forced organizations to think about the new source of wealth and competitive advantage-employees. Therefore, the field of HRM was not only “catapulted to critical positions with firms”(Graham&Bennet,1998.), but “has discovered and indeed begun to embrace, a strategic perspective”(Dyer & Holder,1988).Moreover, in the 21st century, “in a world in which all work is knowledge work and intellectual capital is crucial for economic success, it is logical that the ability to attract, retain and use the talents of people provides it competitive edge”(O’Reilly & Pfeffer,2000).

HRM—Organizational Performance

In the expressions of Pfeffer (1994), 'having great HRM is

probably going to create much faithfulness, responsibility, or ability to consume additional exertion for the association's targets. Additionally, Stone (1998) comments that 'HRM is either part of the issue or part of the arrangement in picking up the profitable commitment of individuals.'

The above quotes suggest that organizations need to effectively manage their human resources if they are to get the maximum contribution of their employees. But the question is, how and when does HRM affect performance? As of late, the prevailing spotlight on HRM writing has been to exhibit the significance of viably overseeing HR of associations. Administration researchers and experts alike have turned out to be progressively inspired by adapting more about HR practices to upgrade representative and association execution (e.g., Boselie et al., 2001; Den Hartog and Verburg, 2004; Guest, 1997; Huselid, 1995; Paauwe, 1998; Power and Boselie, 2003; Pfeffer, 1994). In the most recent ten years have seen an expanding research enthusiasm for the HRM-execution relationship. As of late, the predominant concentrate on HRM writing has been to exhibit the significance of viably overseeing HR of associations (Ahmad and Schroeder, 2003; Delaney and Huselid, 1996; Ichniowski et al., 1997).

Numerous researchers have distinguished various HRM-Related practices that extraordinarily effect performance. For instance, Pfeffer (1994) pushed the utilization of 16 HRM-related practices to accomplish higher execution; Delery and Doty (1996)

recognized seven HRM-related Practices. All the more starting late, researchers have found that packs or systems, or HR sharpens had more effect on execution than individual takes a shot at working in Isolation. (Arthur, 1994; Huselid, 1995; and Mac Duffie, 1995). At the end of the day, a more noteworthy utilization of those predetermined practices brings about higher execution over a across all types of organization.

The Unique Characteristics of Media Companies

Nature of the Product

Most media companies produce a perishable commodity--- information, in the form of news, entertainment, or persuasive messages. That is less true of books and film than it is of newspapers and broadcast programs, but, in varying degrees, it applies to all media products. Once a message reaches its audiences it loses much of its value. If it is not produced and distributed in a timely and effective manner, it also loses value. Effectiveness, timeless, and perishability are closely intertwined, and collectively they have several important implications.

One of the chief implications of media is that media companies must produce a new product during every production cycle: a new issue of the newspaper or magazine; a new episode of a television program or newscast; a new advertisement, book, record, or movie. By contrast, in other industries, any changes between cycles are usually made in the packaging of the product, not in the content. In the media the reverse is true; the packaging remains the

same, but the content of the product must be developed from scratch.

This fundamental distinction between the media and most other industries is the factor that gives information organizations and their managers' major challenges. It creates enormous deadline pressure, which demands a highly coordinated workflow. At the same time, it requires constant creativity and innovation on the part of media workers. That means trying new things and, at the same time keeping readers or audience attracted to your product.

A Special Challenge Working with Creative Staff

A special challenge for media managers is to work with their "creative" staff, the people who gather information and develop messages or who sell. Human resource is vital asset of any media company. Without their effective performance, media products will become hackneyed, which may ultimately result in the failure of the firm, or bring in insufficient revenue. One aspect that makes this a challenge for media managers is that people with high levels of creative reportorial writing, or copyediting skills, or outstanding sales talent are difficult to find. Thus, whatever the condition of the employment market, good people are always in high demand. Combined with the horizontal structure of most media companies, this creates the potential for constant raiding of a firm's best employees by executives in other companies. Lateral movement between media firms is common as employees seek new challenges and new responsibilities. And good managers keep an ever present eye

on outstanding performers in other firms.

The issues of fending off Job transfers and raids is really is the flip side of how to create a context in which a staff can use its skills to the fullest. Perhaps the best way to begin dealing with both of these issues is to recognize that the motivational needs of these staff members are likely to be Maslow's (1970) self-actualizing needs: desire for autonomy, a chance to practice their craft, and the opportunity to face a challenge. As a starting point, smart media managers determine as completely as possible what each of their employees wants, both in the short term and in the long term. Then, together with their employees, they work to develop a career plan that responds to those wants. There are many ways to do this. For example, the executive can find out if employees are thinking about going into management and, if so, help them develop a plan so the staff members can begin to learn management skills. With others it may require creation of new personal challenges as the employees mature in their present posts. Or it may entail determining whether they wish to have increased variety in their work, and then thinking up ways to provide broader task responsibilities, such as assignment to major projects.

A management style emphasizing strong support, clear expectations and have levels of monitoring and control are likely to work best with creative employees. The information executives should ask staff members what management can do to make more fulfilling, and then act upon these suggestions if they appear to be at all reasonable. In short, management should try to

build a challenging and supportive environment that will foster high levels of productivity among creative team members.

Working with individuals separates into two wide points of view. The first is the harmony between delivering a compelling item and second is sustaining every worker's goals. The second looks at two cycles, supervisors participate with employees when they work with them; supervising the work cycle, which occurs continuously, and the personnel development cycle, which occurs intermittently throughout an employee's career. Both perspectives require managers to focus on employee motivation, but in some instances, motivating employees to do what is best for the firm may conflict with nurturing the aspiration of the employees for themselves.

Human Resource Department and Human Resource functions

Means for accomplishing HR objectives require different HR functions or activities. Bahtijarevic-siber(1999) groups them into the accompanying; vital human resource management, human resource planning, work examination, recruitment and selection, execution administration, spurring and adjusting, preparing and advancement, profession administration, production of sufficient authoritative atmosphere and culture, wellbeing and security issues, work relations, and worker administrations. The HR practice is very well developed and present in contemporary organizations. Most of them have a standalone department responsible for HR activities, led by HR director, and employing HR professionals.

Rationale for the study: No research work is available on functions of human resource department in media organizations. Present paper investigates the role of human resource department in media organizations, if they at all are functioning professionally. Human resource department in any modern organization plays a critical role for organization's success.

Statement of the Problem:

Human Resource Department takes care of all the human resource management functions in an organisation. Human resource is key for running an association effectively. Overseeing human resource professionally by Human asset division is vital for a hierarchical execution and achievement. Organization revolves around Human Resource Department as recruiting and selection of human resource, Training and development, Performance appraisal, etc are all done by human resource department. Present study would unfold various functions of human resource department in media organizations. Assessing human resource functions in media organizations would give clarity and improve their performance.

Research Objectives

- 1) To study the functions of the HR department in the media organizations and editorial staff in particular.
- 2) To make comparative evaluation, of perceptions of editorial staff and Human Resource Department staff of Media Organization on following of specific aspects of Working Journalists Act and other mandatory statutory employment

policies prescribed by the government.

3) To scrutinize the relationship between perceptions of reporters and editors with regard to Media organizations and HR department.

METHOD AND MATERIAL

Exploratory research method and Descriptive research design is used to conduct present study, as it tries to analyze perceptions of media persons on nature of Organizational Communication prevailing in media organizations. Two methods were used to gather data. Survey method is used to gather primary data from the field with the help of questionnaire, from Editorial staff working in media organizations. And also the researcher collected the secondary data from published monographs, academic journals, previous research works, websites, books, magazines, unpublished research thesis etc. As for other requisite data, the researcher collected it from resourceful persons in concerned subjects through intensive in-depth interviews.

Survey research: Descriptive research poses questions about the nature, incidence or distribution of variables, and is primarily concerned with identifying the characteristics of a population (Ary, Jacobs & Razavieh, 2002; Borg and Gall, 1989). Cross-sectional review is utilized to complete present study. Study gives far reaching information which is illustrative of the population.

Population: The target population of the study includes the editorial staff (Reporters and Editors only)

in media organizations of Hyderabad: television news channels, Newspapers- Telugu, Hindi, English and Urdu. The researcher compiled a list of all media organizations in Hyderabad. In all 26 Organizations are selected for survey. Of 26 organizations, ten are print media organizations; sixteen are electronic media organizations (Television). Print media organizations employees less number of editorial staff compared to Television news channels. Media organizations with two years of functional experience were taken as part of the sample. In 26 Media organizations 1200 editorial staff was considered for the survey.

Sample frame is list of editorial staff (reporters and editors) obtained from media organizations of Hyderabad. A single stage sampling procedures is used by the researcher, as he has access to names in the population and can sample the respondents directly. Non-probability, Purposive sampling method was adopted for the study, as respondents are chosen based on their convenience and availability. Editorial staff with minimum one year of experience is chosen to be part of the sample. For the selection of the ultimate sample, the employee list from the media organizations was used as the target population.

Sample size: The subjects for this study consisted of, 59 reporters and 61 editors, in all 120 media professionals in Hyderabad. They represented two categories of services in 26 media organizations of Hyderabad. The sample size of 120 in this study meets the minimum requirement and is representative of the population, as it is 10% of the population.

Data gathering instruments: Questionnaire was prepared for collecting data. The questionnaire is administrated to editorial staff of twenty six media organizations. Likert's summated rating scale is used in preparing the questionnaire. The instruments were subject to the measurement error. In order to ensure the trustworthiness of the data collected, both validity and reliability issues were addressed.

Validity Procedure: The instrument used in this study was evaluated for face and content validity by a panel of experts. The panel comprised of ten individuals with considerable experience with study content, instrumentation and statistics. It included four faculty members from Department of Communication and Journalism, Osmania University; Hyderabad and experienced journalist with minimum ten years of experience. The members of the panel were asked to individually critique the instrument's content, clarity, format/length, wording and overall appearance. Even though the items included in the questionnaire were from developed studies with established reliability score, the members suggested conducting a reliability test. Finally, the members also compared the items included in the questionnaire with the research objectives.

Reliability Procedure: Although the measures of the instruments in this study were adopted from previously developed study, the reliability of each construct was examined with Cronbach's alpha through a pilot test conducted with 20 Journalists. The pilot test was conducted in June; 2015 in four

media organizations. Reliability of the instrument was ascertained using the test -retest method and the correlation coefficient was 0.98.

Data Collection procedure: Editorial staff, who volunteered to respond to the researcher's questionnaire, was administered with the questionnaire.

Scope of the Study: Research is conducted in select media organizations among Telugu television channels, Telugu newspapers, English newspapers, Urdu newspapers in Hyderabad. Only editorial staff of above media organizations is taken into our research purview.

Limitations of the study: This research is specific as it covers select few media organizations and only editorial staff, which will not give us true picture of Managing conflict in whole organization at various levels of employees in different departments. As present research uses non-probability, Purposive sampling method, findings cannot be generalized to the whole population.

Area of Research: Hyderabad is capital of the state of Telangana. The city's population in 2011 was 5.5 million.

Media Scenario in Hyderabad: Hyderabad is home to the second largest film industry in India. It produces approximately three hundred movies every year. The radio business has extended with seven private and government possessed one FM channel. State-possessed Doordarshan transmits two earthly TV slots, one DD national and another DD

Sapthagiri. There are around 30 noticeable private local TV slots broadcasting. Hyderabad has a few print media gathers that distribute a few daily papers and magazines in Telugu, Urdu, and English. There are nine major Telugu dailies. There are 12 major English dailies. There are five major Urdu dailies. Around five Lifestyle magazines are published from Hyderabad.

FINDINGS AND DISCUSSIONS

Research Objectives: 1) To study the functions of the HR department in the media organizations in general and editorial staff in particular.

(a) All human resource issues are closely linked to revenue generating activities * Media

Majority (100%) (26) Of the respondents in print and electronic media agree that all human resource issues are closely linked to revenue generating activities.

HR Dept is represented in business policy meetings * Media

Majority (57.7%) (15) of the respondents strongly disagree that HR dept is represented in business policy meeting in both print and electronic media organization. Lowest (42.3%) (11) of the respondents disagree that HR dept is represented in business policy meeting of media organisations.

HR issues are considered during content development plans * Media

Majority(30.8%) (8) of the respondents disagree that HR issues are considered during content development plans, lowest(3.8%) (1) of the respondents strongly agree that HR issues are considered during content development plans in both print and electronic media.

Performance of Hr dept and of the organization is linked * Media

Majority (61.5%) (16) of the respondents moderately agree that performance of the HR dept and of the organisation is linked in both print and electronic media. Lowest (3.8%) (1) of the respondents disagree that performance of the HR dept and of the organisation is linked in both print and electronic media.

HR managers have sufficient power to suggest business initiative * Media

Majority(96.2%) (25) of the respondents strongly disagree that HR managers have sufficient power to suggest business initiative in both print and electronic media organisations. Lowest (3.8%)(1) of the respondents disagree that HR managers have sufficient power to suggest business initiative.

HR dept can easily compete for funds and management involvement * Media

Majority(96.2%) (25) of the respondents strongly disagree that HR dept can easily compete for funds and management involvement in both print and electronic media organisation. Lowest(3.8%) (1) of the respondents disagree that HR dept can easily compete for funds and management involvement.

Structure of the HR dept is effective in delivering competent services * Media

Majority(73.1%) (19) of the respondents strongly disagree that structure of the HR dept is effective in delivering competent services in both print and electronic media

organisation. Lowest(3.8%)(1) of the respondents moderately agree that structure of the HR dept is effective in delivering competent services.

Experience and trained HR specialist are recruited * Media

Majority(88.5%) (23) of the respondents strongly disagree that experience and trained HR specialist are recruited in both print and electronic media organisations. Lowest(11.5%) (3) of the respondents disagree that experience and trained HR specialist are recruited in both print and electronic media organisations.

Head of the HR dept is equally accessible to all employee * Media

Majority(57.7%)(15) of the respondents agree that head of the HR dept is equally accessible to all employees in both print and electronic media organisations. Lowest(42.3%) (11) of the respondents strongly agree that head of the HR dept is equally accessible to all employees.

HR dept plans the media organization's manpower needs * Media

Majority(96.2%) (25) of the respondents strongly disagree that HR dept plans the media organisation's manpower needs in both print and electronic media organisations. Lowest(3.8%) (1) of the respondents disagree that HR dept plans the media organisation's manpower needs.

HR dept conveys organizational goals to every employee * Media

Majority of the respondents (50%) (13) strongly disagree and equally (50%) (13) disagree that HR dept

conveys organisations goals to every employee in both print and electronic media organisation.

HR dept links appraisal and compensation to corporate objectives * Media

Majority(73.1%) (19) of the respondents disagree that HR dept links appraisal and compensation to corporate objectives in both print and electronic media organisation. Lowest (26.9%) (7) of the respondents strongly disagree that HR dept links appraisal and compensation to corporate objectives.

HR dept meets the media organizations and individual's training needs * Media

Majority (96.2%) (25) of the respondents disagree that HR dept meets the media organisations and individuals training needs in both print and electronic media needs. Lowest (3.8%) (1) of the respondents moderately agree that HR dept meets the media organisations and individuals training needs.

HR dept disseminates information to all concerned departments * Media

Majority (100%) (26) of the respondents moderately agree that HR dept disseminates information to all concerned departments in both print and electronic media organisations.

HR dept has knowledge of behaviour sciences and organizational psychology * Media

Majority (100%) (26) of the respondents strongly disagree that HR dept has knowledge of behaviour sciences and organisational psychology in both

print and electronic media organisations.

HR dept gets feedback on its performance from other employees * Media

Majority (100%) (26) of the respondents moderately agree that HR dept gets feedback on its performance from other employees in both print and electronic media organisations.

HR practices are audited, their cost computed and their effectiveness evaluated * Media

Majority (53.8%) (14) of the respondents strongly disagree that HR practices are audited, their cost computed and their effectiveness evaluated in both print and electronic media organisations. Lowest (46.2%) (12) of the respondents disagree that HR practices are audited, their cost computed and their effectiveness evaluated.

HR dept implements various policies prescribed by the government * Media

Majority (57.7%) (15) of the respondents strongly agree that HR dept implements various policies prescribed by the government in both print and electronic media organisation. Lowest (42.3%) (11) of the respondents agree that HR dept implements various policies prescribed by the government.

HR polices needed for media organization differ from general organization * Media

Majority (46.2%) (12) of the respondents strongly agree that HR policies needed for media organisation differ from general organisation in both print and electronic media organisations.

Lowest (11.5%) (3) of the respondents moderately agree that HR policies needed for media organisation differ from general organisation.

HR dept takes feedback from the organization employees to make necessary changes in HR policies * Media

Majority (61.5%) (16) of the respondents strongly disagree that HR dept takes feedback from the organisation employees to make necessary changes in HR policies in both print and electronic media organisations. Lowest (3.8%) (1) of the respondents moderately agree that HR dept takes feedback from the organisation employees to make necessary changes in HR policies.

HR dept does everything to improve organizational performance * Media

Majority (57.7%) (15) Of the respondents agree that HR dept does everything to improve organizational performance in both print and electronic media Lowest (42.3%) (11) Of the respondents strongly agree that HR dept does everything to improve organizational performance.

HR dept conducts review of employees on Job Satisfaction * Media

Majority (96.2%) (25) Of the respondents strongly disagree that HR dept conducts review of employees on Job Satisfaction in both print and electronic media organizations. Lowest (3.8%) (1) Of the respondents disagree that HR dept conducts review of employees on Job Satisfaction.

HR dept conducts review of employees on Quality of work life * Media

Majority (96.2%) (25) Of the respondents strongly disagree that HR dept conducts review of employees on Quality of Work Life in print and electronic media organizations. Lowest (3.8%) (1) Of the respondents disagree that HR dept conducts review of employees on Quality of Work Life.

HR dept conducts review of employees on human resource development * Media

Majority (96.2%) (25) Of the respondents strongly disagree that HR dept conducts review of employees on Human Resource Development climate in print and electronic media organizations. Lowest (3.8%) (1) Of the respondents disagree that HR dept conducts review of employees on Human Resource Development.

HR dept conducts review of employees on Motivational climate * Media

Majority (96.2%) (25) Of the respondents strongly disagree that HR dept conducts review of employees on Motivational climate in print and electronic media organizations. Lowest (3.8%) (1) Of the respondents disagree that HR dept conducts review of employees on Motivational Climate.

HR dept conducts review of employees on Organizational climate * Media

Majority (96.2%) (25) Of the respondents strongly disagree that HR dept conducts review of employees on Organizational Climate in print and electronic media organizations. Lowest (3.8%) (1) Of the respondents disagree that HR dept conducts

review of employees on Organizational Climate.

Human resource policies for editorial staff differ from rest of the organization * Media

Majority (53.8%) (14) Of the respondents agree that Human Resource policies for editorial staff differ from rest of the organization in both print and electronic media organizations. Lowest (15.4 %) (4) Of the respondents moderately agree that Human Resource policies for editorial staff differ from rest of the organization.

Performance appraisal is done periodically to give feedback * Media

Majority (96.2%) (25) Of the respondents strongly disagree that HR dept conducts performance appraisal in print and electronic media organizations. Lowest (3.8%) (1) Of the respondents disagree that HR dept conducts performance appraisal.

Selection is based on advertising the post, exam and interview * Media

Majority (100%) (26) Of the respondents moderately agree that Selection of the employees is based on advertising the posts, examinations are conducted and interviews are done in both print and electronic media organizations.

HR dept just does not play any role recruitment and selection * Media

Majority (50 %) (13) Of the respondents agree that HR dept just does not play any role in recruitment and selection in both print and electronic media organizations. Lowest (15.4%) (4)

Of the respondents moderately agree that HR dept just does not play any role in recruitment and selection.

(b) Null Hypothesis (H0): There is no association between media organizations and Human resource department functions.

Alternative Hypothesis (H1): There is association between media organizations and Human resource department functions.

Human resource is given importance by top management * Media

Majority 76.9%(20) of the respondents moderately agree that human resource is given importance by top management, highest 50%(13) of the respondents of electronic media moderately agree that human resource is given importance by top management, the lowest 3.8%(1) of the respondents both from print and electronic media disagree that human resource is given importance by top management. (Meisinger, 2005) *“People are the most important asset”, it is not rhetoric. It is reality.*

Human resource is given importance by top management * Media

The chi-square value is 2.579, degree of freedom is 3, Significance level is .461, $p > 0.05$, hence it is understood that there is no difference between print and electronic media towards human resource is given importance by top management.

Media * HR dept just does not play any role in recruitment and selection

Majority 38.5%(10) of the respondents from electronic media agree that human resource department does not play any role in recruitment and selection of the staff, followed by 23.1%(6) from the print media strongly agree that human resource department does not play any role in recruitment and selection of the staff, the minority 7.7%(2) of the respondents from print media moderately agree that human resource department does not play any role in recruitment and selection of the staff. Overall, highest 50 % (13) of the respondents agree that human resource department does not play any role in recruitment and selection of the staff, the lowest 15.4%(4) of the respondents moderately agree that human resource department does not play any role in recruitment and selection of the staff.

Media * HRdept just does not play any role in recruitment and selection

The value of chi-square is 4.255, degree of freedom is 2, and Significance level is .119, $p > 0.05$, thus it is inferred that there is no difference between print and electronic media with regard to human resource department does not play any role in recruitment and selection of the staff.

Media * Selection is usually done based on reference

The highest 53.8 % (14) of the respondents strongly agree that selection is usually done based on reference, the lowest 46.2 % (12) of the respondents agree that selection is usually done based on references in media organizations. The majority 30.8%(8) of the respondents from electronic media

strongly agree that selection is usually done based on reference, the lowest 19.2%(5) of the respondents from print media agree that selection is usually done based on reference.

Media * Selection is usually done based on reference

The chi-square value is .004, degree of freedom is 1, Significance level is .951, $p > 0.05$, hence it is inferred that there is no difference between media with respect to selection is based on references, but it is also understood that there is no difference in selection process in media organizations.

Media * HR dept just does accounting of leaves, salary, fringe benefits etc.

Majority 57.7%(15) of the respondents from electronic media strongly agree that human resource department just does accounting of leaves, salary, fringe benefits etc and 42.3%(11) of the respondents from print media strongly agree that human resource department just does a accounting of leaves, salary, fringe benefits etc.

Media * Performance appraisal is done periodically to give feed back

Majority 96.2%(25) of the respondents from Human resource department of media organizations strongly disagree that performance appraisal is done periodically to give feedback, the lowest 3.8%(1) of the respondents disagree that performance appraisal is done periodically to give feedback, the highest 57.7%(15) of the respondents from electronic media strongly disagree that performance appraisal is done periodically to

give feedback, the lowest 0%(0) of the respondents disagree that performance appraisal is done periodically to give feedback.

Media * Performance appraisal is done periodically to give feed back

The chi-square value is 1.418, degree of freedom is 1, Significance level is .234, $p > 0.05$, hence it is understood that there is no difference between print and electronic media towards performance appraisal is done periodically to give feedback.

Human resource policies for editorial staff differ from rest of the organization * Media

Majority 53.8%(14) of the respondents agree that human resource policies for editorial staff differ from rest of the organization, the minority 15.4%(4) of the respondents moderately agree that human resource policies for editorial staff differ from rest of the organization.

Human resource policies for editorial staff differ from rest of the organization * Media

The chi-square value is 4.271, degree of freedom is 2, Significance level is .118, $p > 0.05$, hence it is deduced that there is no difference between print and electronic media with respect to human resource policies for editorial staff differ from rest of the organization.

Media * HR department handles staff welfare, canteens or payroll management

The highest 50%(13) of the respondents moderately agree that human resource department handles staff welfare, canteens, or

payroll management, the lowest 3.8%(1) of the respondents agree that human resource department handles staff welfare, canteens, or payroll management, majority 30.8%(8) of the respondents of electronic media moderately agree that human resource department handles staff welfare, canteens, or payroll management, the highest 19.2%(5) of the respondents of print media disagree and same percent moderately agree that human resource department handles staff welfare, canteens, or payroll management.

Media * HR department handles staff welfare, canteens or payroll management

The chi-square value is 1.444, degree of freedom is 2, Significance level is .486, $p > 0.05$, hence it is deduced that there is no difference between print and electronic media with respect to human resource department handles staff welfare, canteens, or payroll management.

Media * HR dept meets the media organizations and individual's training needs

Majority 96.2%(25) of the respondents disagree that human resource department meets the media organizations and individual's training needs, the lowest 3.8%(1) of the respondents moderately agree that human resource department meets the media organizations and individual's training needs, the highest 57.7%(15) of the respondents disagree that human resource department meets the media organizations and individual's training needs, the lowest 38.5%(10) of the

respondents disagree that human resource department meets the media organizations and individual's training needs.

Media * HR dept meets the media organizations and individual's training needs

The chi-square value is 1.418, degree of freedom is 1, and Significance level is .234, $p > 0.05$, hence it is deduced that there is no difference between print and electronic media towards human resource department meets the media organizations and individual's training needs.

Media * HR dept conveys organizational goals to every employee

One-half of the respondents strongly disagree and another half disagree respectively that human resource department conveys organizational goals to every employee, majority 34.6%(9) of the respondents from electronic media strongly disagree that human resource department conveys organizational goals to every employee the lowest 15.4%(4) of the respondents from print media strongly disagree that human resource department conveys organizational goals to every employee.

Media * HR dept conveys organizational goals to every employee

The chi-square value as 1.418, degree of freedom is 1, Significance level is .234, $p > 0.05$, therefore, it is inferred that there is no difference between print and electronic media towards human resource department conveys organizational goals to every employee.

Media * HR dept plans the media organization’s manpower needs

Majority 96.2 %(25) of the respondents strongly disagree that human resource department plans the media organization’s manpower needs, highest 57.7 %(15) of the respondents of electronic media strongly disagree that human resource department plans the media organization’s manpower needs.

Media * HR dept plans the media organization’s manpower needs

The chi-square value is 1.418, degree of freedom is 1, Significance level is .234, $p > 0.05$, hence it is concluded that there is no difference between print media and electronic media with respect to human resource department plans the media organization’s manpower needs.

Media * Experience and trained HR specialist are recruited

Majority 88.5%(23) of the respondents strongly disagree that experienced and trained HR specialists are recruited for HR department, highest 53.8%(14) of the respondents from electronic media strongly disagree that experienced and trained HR specialists are recruited for HR department, the lowest 3.8%(1) of the respondents from electronic media disagree that experienced and trained HR specialists are recruited for HR department.

Media * Experience and trained HR specialist are recruited

The value of chi-square is .824, degree of freedom is 1, Significance level is .364, $p > 0.05$, hence it is understood that there is no difference between print and

electronic media towards experienced and trained HR specialists are recruited for HR department.

Media * Structure of the HR dept is effective in delivering competent services

Highest 73.1 %(19) of the respondents strongly disagree that structure of the HR dept is effective in delivering competent services, the lowest 3.8 %(1) of the respondents moderately agree that structure of the HR dept is effective in delivering Competent services.

Media * Structure of the HR dept is effective in delivering competent services

The chi-square value is 3.718, degree of freedom is 2, Significance level is .156, $p > 0.05$, hence it is concluded that there is no difference between media and structure of the HR dept is effective in delivering competent services.

Research Question: 3

To scrutinize the relationship between perceptions of reporters and editors with regard to Media organizations and HR department.

Human resource is given importance by top management * Media

The value of r is -.204, Significance level is .317, $p > 0.05$, thus it is inferred that there is a weak negative correlation between media and human resource is given importance by top management.

Media * HRdept just does not play any role in recruitment and selection

The value of r is -.245, Significance level is .228, $p > 0.05$, hence it is

concluded that there is a weak negative correlation between print and electronic media.

Media * Selection is usually done based on reference

The value of r is -.012, Significance level is .954, $p > 0.05$, thus it is inferred that weak negative correlation exists between media and selection is based on references.

Media * Performance appraisal is done periodically to give feedback

The value of r is -.234, Significance level is .251, $p > 0.05$, therefore it is concluded that there is weak negative correlation between media and performance appraisal is done periodically to give feedback.

Human resource policies for editorial staff differ from rest of the organization * Media

The value of r is -.127, Significance level is .537, $p > 0.05$, therefore it is concluded that there is weak negative correlation between media and human resource policies for editorial staff differ from rest of the organization.

Media * HR dept meets the media organizations and individual's training needs

The value of r is -.234, Significance level is .251, $p > 0.05$, hence it is concluded that there is a weak negative correlation between media and human resource department meets the media organizations and individual's training needs.

Media * HR dept conveys organizational goals to every employee

The value of r is -.234, Significance level is .251, $p > 0.05$, hence it is inferred that there is weak negative correlation between media and human resource department

conveys organizational goals to every employee.

Media * HR dept plans the media organization's manpower needs

The value of r is -.234, Significance level is .251, $p > 0.05$, thus it is inferred that there is weak negative correlation between media and human resource department plans the media organization's manpower needs.

Media * Experience and trained HR specialist are recruited

The value of r is -.178, Significance level is .384, $p > 0.05$, hence it is concluded that there exists a weak negative correlation between media and experienced and trained HR specialists are recruited for HR department.

Media * Structure of the HR dept is effective in delivering competent services

The value of r is -.342, Significance level is .087, $p > 0.05$, thus it is concluded that there is a weak negative correlation between media and structure of the HR dept is effective in delivering competent services.

Media * HR department handles staff welfare, canteens or payroll management

The value of r is -.059, Significance level is .775, $p > 0.05$, hence it is concluded that there exists a weak negative correlation between media and human resource department handles staff welfare, canteens, or payroll management.

SUMMARY AND CONCLUSIONS

Research objective: 1
To study the functions of the HR department in the media organizations in general and editorial staff in particular.

(a) Majority of the respondents in print and electronic media agree that all human resource issues are closely linked to revenue generating activities. Greater part of the respondents strongly disagree that HR dept is represented in business policy meeting in both print and electronic media organisation. Nearly every one of the respondents disagree that HR issues are considered during content development plans. Best part of the respondents moderately agree that performance of the HR dept and of the organisation is linked in both print and electronic media.

Nearly all of the respondents strongly disagree that HR managers have sufficient power to suggest business initiative in both print and electronic media organisations. Majority of the respondents strongly disagree that HR dept can easily compete for funds and management involvement in both print and electronic media organisation. Best part of the respondents strongly disagree that structure of the HR dept is effective in delivering competent services in both print and electronic media organisation. Nearly all of the respondents strongly disagree that experience and trained HR specialist are recruited in both print and electronic media organisations. Nearly every one of the respondents agree that head of the HR dept is equally accessible to all employees in both print and electronic media organisations.

Great part of the respondents strongly disagree that HR dept plans the media organisation's manpower needs in both print and electronic media organisations. Majority (one-half)

of the respondents strongly disagree and (one-half) disagree that HR dept conveys organisations goals to every employee in both print and electronic media organisation. Best part of the respondents disagree that HR dept links appraisal and compensation to corporate objectives in both print and electronic media organisation. Nearly all of the respondents disagree that HR dept meets the media organisations and individuals training needs in both print and electronic media needs. Nearly every one of the respondents moderately agree that HR dept disseminates information to all concerned departments in both print and electronic media organisations.

Majority of the respondents strongly disagree that HR dept has knowledge of behaviour sciences and organisational psychology in both print and electronic media organisations. Nearly all of the respondents moderately agree that HR dept gets feedback on its performance from other employees in both print and electronic media organisations. Great part of the respondents strongly disagree that HR practices are audited, their cost computed and their effectiveness evaluated in both print and electronic media organisations. Majority of the respondents strongly agree that HR dept implements various policies prescribed by the government in both print and electronic media organisation. Nearly every one of the respondents strongly agree that HR policies needed for media organisation differ from general organisation in both print and electronic media organisations. Great part of the respondents strongly disagree that HR dept

takes feedback from the organisation's employees to make necessary changes in HR policies in both print and electronic media organisations. Majority of the respondents agree that HR dept does everything to improve organizational performance in both print and electronic media. Nearly one of the respondents strongly disagree that HR dept conducts review of employees on Job Satisfaction in both print and electronic media organizations. Majority of the respondents strongly disagree that HR dept conducts review of employees on Quality of Work Life in print and electronic media organizations.

Best part of the respondents strongly disagree that HR dept conducts review of employees on Human Resource Development climate in print and electronic media organizations. Majority of the respondents strongly disagree that HR dept conducts review of employees on Motivational climate in print and electronic media organizations. Nearly every one of the respondents strongly disagree that HR dept conducts review of employees on Organizational Climate in print and electronic media organizations. Best part of the respondents agrees that Human Resource policies for editorial staff differ from rest of the organization in both print and electronic media organizations. Majority of the respondents strongly disagree that HR dept conducts performance appraisal in print and electronic media organizations.

(b) Comparison of Summary of Hypothesis 1 and 2:

1. Null Hypothesis (H0): There is no association between media organizations with respect to

Human resource department functions.

Alternative Hypothesis (H1): There is association between media organizations with respect to Human resource department functions.

Summary of hypothesis: 1 Human Resource Department

There is no significant difference between print and electronic media with respect to:

- 1) HR department personnel moderately agree that human resource is given importance by top management.
- 2) HR department personnel agree that human resource department does not play any role in recruitment and selection of the staff. Same opinion is expressed by media persons
- 3) HR department personnel strongly agree that selection of employees is usually done based on reference. Same opinion is expressed by reporters and editors in both media organizations.
- 4) HR department personnel strongly agree that human resource department just does accounting of leaves, salary, fringe benefits etc.
- 5) HR department personnel strongly disagree that performance appraisal is done periodically to give feedback. Same opinion is expressed by media persons.
- 6) HR department personnel agree that human resource policies for editorial staff should differ from rest of the organization.
- 7) HR department personnel moderately agree that human resource department handles staff welfare, canteens, or payroll management.
- 8) HR department personnel disagree that human resource

department meets the media organizations and individual's training needs. Same opinion is expressed by media person.

9) HR department personnel strongly disagree that human resource department conveys organizational goals to every employee.

10) HR department personnel strongly disagree that human resource department plans the media organization's manpower needs.

11) HR department personnel strongly disagree that experienced and trained HR specialists are recruited for HR department.

12) HR department personnel strongly disagree that structure of the HR dept is effective in delivering competent services.

Hence, null hypothesis is accepted.

Research objective: 2

To make comparative evaluation, of perceptions of editorial staff and HRD staff of Media Organization on following of specific aspects of Working Journalists Act and other mandatory statutory employment policies prescribed by the government.

Summary of research question: 2

1. **Null Hypothesis** (H0): There no association between perceptions of reporters and editors towards following of **specific aspects of working journalist act** in media organizations.

Alternative Hypothesis (H1): There is an association between perception of reporters and editors towards following of specific aspects of **working journalist act** in media organizations.

Summary of hypothesis: 1

A good number of the respondents strongly disagree that media organizations pay fair wage prescribed by working journalist act. There is no difference between perceptions of reporters and editors with regard to media organizations pays fair wage prescribed by working journalist act. Hence, null hypothesis is accepted. As the compensation policies are similar to both reporters and editors in the media organizations, possibly there is no difference between perceptions of reporters and editors. Media organizations do not pay fair wages prescribed by working journalist act as it is burdensome on the media organization financially and there is no mechanism to implement strictly. Highest number of the respondents disagree that working journalist act is followed in providing leaves and medical allowances, there is no difference between perceptions of reporters and editors with regard to working journalist act are followed in providing leaves and medical allowances by the media organizations. Therefore, null hypothesis is accepted.

Working journalist act is not followed by media organizations because it cost them a lot financially. Nearly all the respondents strongly disagree that working journalist act is followed in taking prescribed number of hours. Because, media organizations have to employ more number of media persons to get the work done. That act would cost a fortune to the media organizations. There is weak correlation between perceptions of reporters and editors with regard to working journalist act are followed

in taking prescribed number of hours. There is no difference between perceptions of reporters and editors with regard to working journalist act are followed in taking prescribed number of hours. Hence, null hypothesis is accepted. There is no significant difference between perceptions of reporters and editors working in media organizations with respect to working journalist act are followed in providing leaves and medical allowances, and working journalist act is followed in taking prescribed number of hours.

1. **Null Hypothesis (H0):** There is no association between perceptions of **Human resource department personnel** with respect to following of specific aspects of **working journalist act in media organizations and various HR statutory policies prescribed by the government.**

Alternative Hypothesis (H1): There is an association between perceptions of **Human resource department personnel** with respect to following of specific aspects of **working journalist act in media organizations and various HR statutory policies prescribed by the government.**

Summary of hypothesis: 2

Nearly all the HR department personnel strongly agree that HR department implements various policies prescribed by the government, as it is mandatory for media organizations to implement various government policies. There is no difference between print and electronic media towards human resource department implements various policies prescribed by the government. Hence, null

hypothesis is accepted. Nearly every one of the HR dept personnel from print and electronic media agrees that human resource department strictly follows working journalists act as it is mandatory for them to follow the act. There is no significant difference between print and electronic media towards human resource department strictly follows working journalists act and HR dept implements various policies prescribed by the government. Hence, null hypothesis is accepted.

Comment:

There is contradiction in responses of reporters and editors of media organizations with that of responses of HR department personnel in implementing fair wages prescribed by working journalists act, giving leaves and medical allowances and taking prescribed number of hours of working from media persons. Media persons are strongly disagreeing on implementation of working journalist act and HR department personnel are strongly agreeing on implementation of the working journalist act.

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