Television Industry Professionals' Organizational Culture and Commitment – A Study with Special Reference to Malayalam TV Channel

[1]Sunil G. Nair, [2]Dr.Hitendra Singh Rathore

[1]Ph.D Research Scholar in Mass Communication at Bansathali University, Rajasthan, India.

sunilvenoli@gmail.com

[2]Associate Professor at the Department of Sociology at Banashtali University, Rajasthan

Abstract - Cultural influence has recently received significant attention from individuals due to its vital role in the success or failure of a project. In the construction industry, several empirical investigations have examined the influence of culture management. Advances in broadcasting delivery systems, such as cable and satellite technology, together with a political and economic landscape favoring competition, have led to rapid expansion in the number of television channels and fragmentation of advertising revenue. This has made the obligation to provide news, and especially regional news, a costly commitment for commercial public service broadcasters. At the same time, advances in television production technologies have allowed broadcasters to achieve efficiencies by shedding workers, replacing old divisions of labour with a leaner, multi skilled workforce. Social media technology has placed yet another layer of activity on the newsroom staff by allowing them to interact with their audiences simultaneously across a variety of platforms. The paper argues that adopting an organizational culture in the study of culture and commitment linkages with Malayalam TV channels reveals significant insights into the perceived associations, with individual and media while at the same time highlighting the problematic nature of such relationships. The paper concludes with a series of implications for theory and practice.

Keywords: Television, Malayalam TV channels.

I. INTRODUCTION

Television has become an inherent part of our lifestyle to an extent that there is no day in the lives of people without watching television. Television, one of the biggest industries in India, telecast several thousands of programs, every day in numerous languages. The small screen has also produced abundant celebrities. The Majority of the households in India own a Television. The 'media and entertainment industry' in India possesses various spheres under it like TVs, print media and movies. This also consists of sub categories like music, radio, animation, gaming and visual effects.

The Entertainment industry in India has established itself with an overwhelming success for the past two decades. Now it has emerged as one of the fastest growing industries in our country. It reached to 800 plus channels, the number which is beyond the imagination of a viewer, which had just one channel, which was owned by the State, called Doordarshan, in the 1990s. The stable and enhanced economic conditions in 2010 played an important role in the development of the industry. Indians are not hesitating

to spend more and more on entertainment. The industry growth rate in the year 2015 was around 14%.

A. *Organizational Culture*

An organisational culture that refers to the "personality of an organisation" sees it as an individual. An individual's personality encompasses the person's goals, preferences, objectives and ambitions. Organisations are no exception. In this regard, the culture of an organisation plays a significant role in determining organisational strategies, programmes, policies, objectives, and other elements of the organisation. One can understand organisational culture as a set of values, norms and beliefs that are shared by members of the organisation. It is not only known at the elementary level of an organisation but can be observed in various manifestations. Essentially, it can be seen at three different levels. At the first level, also known as the surface level, artefacts and creations of an organisation, but can be found. At the second level, which is a bit deeper, the visible, beliefs, and consciously held values are identified. The third level of organisational culture is extreme in the context of intangibility when compared with the first two

levels. In fact, the third level determines the organisational culture of the first two levels.

B. *Organizational Commitment*

Describing organisations as innovative, paternalistic, stagnating, impersonal, autocratic, and achievement-oriented portray their cultures as static. But in reality, the outcome of culture is dynamic. "To grow" is the concrete meaning of the term culture, which is a process. The culture of one organisation may be quite different from other organisations. In one organisation, employees may be working all day without a smile on their faces, whereas in other organisations, employees may work in a friendly environment.

Organisations have their own unique cultures, which can be either an asset or a liability. Culture is a major source of commitment and continuity. Conversely, it is also a major source of resistance to change. Hence, it is critical to nurture and develop a healthy culture and to eliminate any negative elements so that a suitable culture is established that aids in developing the efficacy of the organisation.

Culture is necessary for individuals, organisations and societies to achieve their goals. The culture of an organisation undoubtedly helps in the development of its workers' competencies and productivity. In the long run, this is reflected in the all-round development of the worker, the progressive reputation of the institution, and eventually the well-being of society.

OBJECTIVES OF THE RESEARCH

The primary objective is to study about organizational culture and employee commitment in the television media industry with special reference to Malayalam TV channels.

The secondary objectives are:

(i) To ascertain factors influencing organizational culture and employee commitment.

(ii) To assess the perception of employees serving in Malayalam TV channels about organizational culture and commitment.

(iii) To explore the influence of demographics on the variables under study besides interrelationships between variables.

(iv) To suggest measures to foster excellent organizational culture and greater employee commitment in television media.

II. REVIEW OF LITERATURE

Shahab & Nisa (2014) made a research on Malayalam Channels in which he expresses that leaders' influence and employee's attitude determine the job satisfaction. They point out that the better the attitude of the leader, the greater the level of job satisfaction in an organization.

Udende (2009) analyses the aesthetic problems in radio and television production. He has found answers that problems exist owing to lack of qualified personnel and production equipments. The second problem is the compartmentalization of staff as producer, director, assistant director, lighting director, scenic designer, production assistants, technical director, audio mixer, vision mixer, camera operators, video technicians, floor managers and others. Thirdly, lack of a television house with a functional control room, a good producer who is capable of assembling all that is required, a director equipped with knowledge about the capability and limitation of the production hardware and a production crew with creative thinking and ingenuity to render help.

Mostafa (2012) understands that frequently changing time is the one that pays way to look at one's life, culture, education and career prospects. The majority of employees working in Bangladesh TV channels face challenges in order to obtain authentic news and broadcast them in an organised manner. His study attempts to analyse the job satisfaction of employees of selected independent television channels. Also underlines the impacts of rewards and recognition and customer focus.

III. RESEARCH METHODOLOGY

Details regarding the research design, data collection questionnaire, sampling plan, area of the study and statistical tools used have also been given. Finally, the limitations of the study have also been briefed.

Research Design

The research design is purely and simply the framework or plan for a study that guides the collection and analysis of the data. The research design indicates the methods of research i.e the method of gathering information and the method of sampling study is descriptive in nature.

Sampling Plan

The sampling plan is to be decided about the sampling unit, sample size, sampling Method.

Sampling Method

For this study, the samples were drawn using random sample method.

Statistical Tools Applied for the present paper

The following tools and techniques have been used for the analysis of the data.

i. One- way ANOVA
ii. SEM (Structural Equation Modeling)

IV. ANALYSIS OF THE DATA

The data collected through questionnaires have been tabulated. By using the above mentioned statistical tools, the data have been analyzed. Interpretations have been

drawn based on the analysis. The findings and observations are the result and outcome of the interpretations made during the course of analysis.

Hypothesis

H_{o1}: There is no significant difference between Education groups with respect to perception about Equal Opportunity.

H_{o2}: There is no significant difference between Education groups with respect to perception about Job Security.

H_{o3}: There is no significant difference between Education groups with respect to perception about Stress Management.

H_{o4}: There is no significant difference between Education groups with respect to perception about Job Design.

H_{o5}: There is no significant difference between Education groups with respect to perception about HR roles.

H_{o6}: There is no significant difference between Education groups with respect to perception about Work Balance.

H_{o7}: There is no significant difference between Education groups with respect to perception about Organizational Culture.

CONCEPTUAL FRAMEWORK
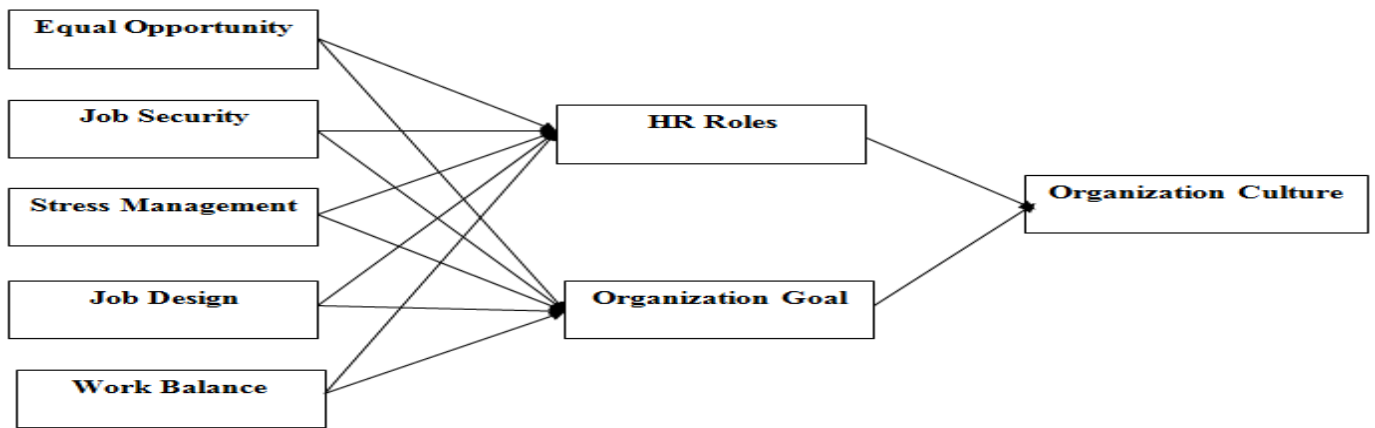
ONE-WAY ANOVA (EDUCATION)

H_{o1}: There is no significant difference between Education groups with respect to perception about Equal Opportunity.

H_{o2}: There is no significant difference between Education groups with respect to perception about Job Security.

H_{o3}: There is no significant difference between Education groups with respect to perception about Stress Management.

H_{o4}: There is no significant difference between Education groups with respect to perception about Job Design.

H_{o5}: There is no significant difference between Education groups with respect to perception about HR roles.

H_{o6}: There is no significant difference between Education groups with respect to perception about Work Balance.

H_{o7}: There is no significant difference between Education groups with respect to perception about Organizational Culture.

TABLE NO: 1

ANOVA						
Variance		**Sum of Squares**	**Df**	**Mean Square**	**F**	**sig**
Equal Opportunity	Between Groups	28.025	2	14.012	.709	.493
	Within Groups	7393.525	374			
	Total	7421.549	376	19.769		
Job Security	Between Groups	7.294	2	3.647	.305	.737
	Within Groups	4467.571	374	11.945		
	Total	4474.865	376			
Stress Management	Between Groups	7.172	2	3.586	.176	.839
	Within Groups	7611.905	374			
	Total	7619.077	376	20.353		

Job Design	Between Groups	16.083	2	8.041	1.001	.368
	Within Groups	3003.397	374	8.030		
	Total	3019.480	376			
HR roles	Between Groups	6.986	2	3.493	.321	.725
	Within Groups	4066.383	374	10.873		
	Total	4073.369	376			
Work Balance	Between Groups	45.911	2	22.955	3.057	.048
	Within Groups	2808.471	374	7.509		
	Total	2854.382	376			
Organizational Culture	Between Groups	61.022	2	30.511	4.438	.012
	Within Groups	2571.382	374	6.875		
	Total	2632.403	376			

Significance at $p<0.05$

Analysis:

It can be seen from above Table No - 1 that null hypotheses for the work balance and organization culture are rejected as the p value is lesser than 0.05. For all other dimensions, since the p value is greater than 0.05 the null hypotheses are accepted.

Discussion:

There is significant difference between Education groups with respect to perception about Work Balance. There is significant difference between Education groups with respect to perception about Organizational Culture.

There is no significant difference between Education groups with respect to perception about Equal Opportunity. There is no significant difference between Education groups with respect to perception about Job Security. There is no significant difference between Education groups with respect to perception about Stress Management. There is no significant difference between Education groups with respect to perception about Job Design. There is no significant difference between Education groups with respect to perception about HR roles.

STRUCTURAL EQUATION MODELLING (SEM)

The observed, endogenous variables were:

(i)   HR Roles
(ii)   Organizational Goal
(iii)   Organization culture

The observed, exogenous variables were:

(i)   Equal Opportunity
(ii)   Job Security
(iii)   Stress Management
(iv)   Job Design
(v)   Work Balance

The unobserved, exogenous variables were:

(i) e1 (error term for HR Roles)
(ii) e2 (error term for Organizational Goal)
(iii) e3(error term for Organization culture)

Variable counts (Group number 1)

Number of variables in your model: 11
Number of observed variables: 8
Number of unobserved variables: 3
Number of exogenous variables: 8
Number of endogenous variables: 3
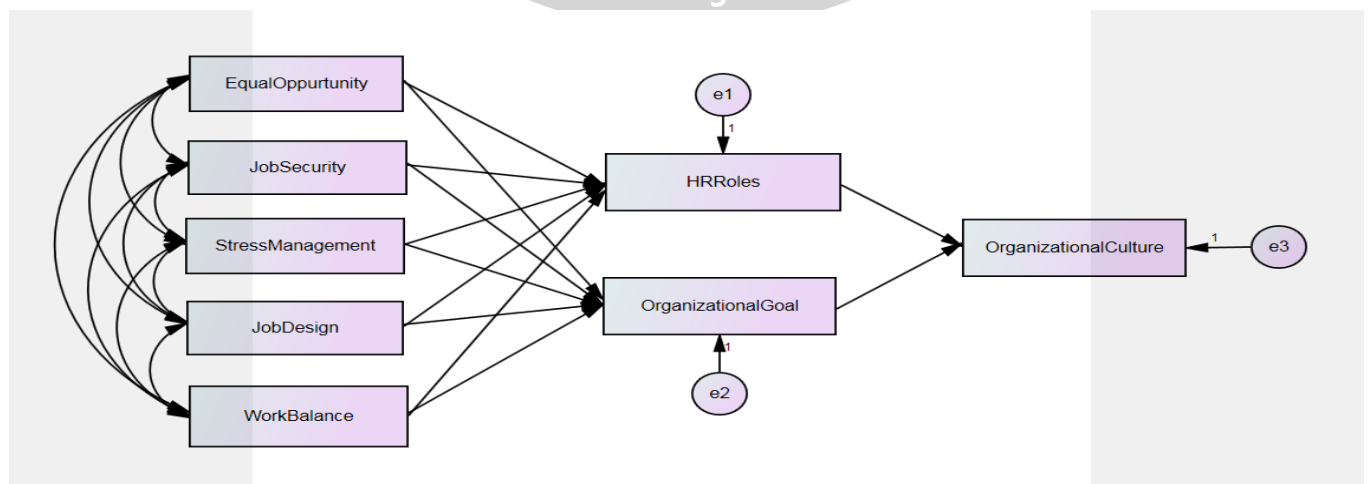
Source: Primary Data

TABLE 2 - Major Model Fit Indices Summary

Parameters	Acceptable values for Good Fit	Research Model values
GFI	>0.9	0.945
AGFI	>0.9	0.908
CFI	>0.9	0.901
RMSEA	<0.06	0.053
RMR	<0.10	0.16

The Goodness of Fit index (GFI) value was 0.945, Adjusted Goodness of Fit Index (AGFI) value was 0.908 and Comparative Fit index (CFI) value was 0.901. All these values were greater than 0.9 indicating a very good fit. It was found that Root Mean Score Error of Approximation (RMSEA) value was 0.053 (lesser than 0.06) and Root Mean Square Residual (RMR) value was 0.16 (lesser than 0.2).

SUGGESTIONS

The Entertainment industry in India has established itself with an overwhelming success for the past two decades. Now it has emerged as one of the fastest growing industries in our country Development of Malayalam TV channel should cover a wide range of organizational culture and commitment aspects of life. Both organizational culture and organizational commitment are important topics of contemporary organizational significance, there has been little attempt to explore the dynamics of television industry professionals' of Malayalam TV channel. . At the same time, advances in television production technologies have allowed broadcasters to achieve efficiencies.

V. CONCLUSION

The study conducted on the viewer's perception towards watching Malayalam TV channel with special reference to Malabar region of Kerala could identify and understand the preference of the viewers towards various aspects of culture and commitment of the Malayalam TV channel. The study also helped to find out the expectations of viewers about organizational culture and commitment and helped in identifying strong as well as weak feature and attributes of the Malayalam TV channel.

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BIOGRAPHY OF AUTHORS

Dr.Hitendra Singh Rathore, M.A, NET, Ph.D, is an Associate Professor at the Department of Sociology at Banashtali University, Rajasthan. Dr.Rathore's area of specialization is in the fields of Rural Sociology, Social Anthropology, Demography and Sociology of Communication and has successfully and proficiently guided several research scholars at the University in these fields.

Sunil G. Nair is an I.T professional working with Multi National Company and has experience in working in wide geographies such India, Middle East and Africa and South East Asia. He has a B.Tech degree in Electrical Engineering from Calicut University, PG Diploma in Business Administration from Annamalai University and Master of Arts in Journalism and Mass Communication from Sikkim Manipal University. He is currently a Ph.D Research Scholar in Mass Communication at Bansathali University, Rajasthan.