



# MEDIA ORGANIZATIONAL CULTURE AND PROFESSIONAL EXCELLENCE IN PUBLIC AND PRIVATE SECTOR: A CROSS SECTIONAL ANALYSIS FROM KARNATAKA AND TAMIL NADU STATES

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## ABSTRACT

### KEYWORDS:

*organizational culture, working environment, Communication, organizational values,*

*The review of literature clearly indicates that the relationship between media organizational culture and job status of media professionals in public and private sector organizations are not studied extensively by the past researchers in India and abroad. The present study examined the media organizational culture with special reference to public and private media organizations in Karnataka and Tamil Nadu states. The media of communication are the fourth estate of a democracy. The media are also widely regarded as the informal universities which feed and guide the mankind intellectually and otherwise. The media professionals and other employees can function effectively if the organizational culture, working environment, service conditions and financial facilities are sound and practically useful. The core of culture is formed by values which are not visible but shared by people even when membership in group changes. The overall study shows that the correlation among media organizational culture and professional status of media professionals. The study reveals that media institutions have planned organizational development parameters, infrastructural facilities, leadership opportunities and other healthy features of organizational culture. The study suggests that the media institutions should enhance the organizational performance on the basis of adoption of best practices.*

### PREAMBLE

Communication is the life blood of modern organizations regardless of their operations and jurisdiction. The media of communication are the fourth estate of a democracy. The media are also widely regarded as the informal universities which feed and guide the mankind intellectually and otherwise. The success of democracy primarily depends upon the presence of intelligent, active, dynamic and enlightened citizens. The media have also become profit-centered industries which offer employment opportunities to millions of people all over the world. The media include print media, electronic media, new media, social media and other media. These media services were expanded, decentralized and democratized during 20<sup>th</sup> century across the globe. The media professionals and other employees can function effectively if the organizational culture, working environment, service conditions and financial facilities are sound and practically useful. The attitudes and values of the media professionals influence their behavior. Positive outlook and backup from top management and human resources management department helps modify behavior resulting in higher performance levels. The present study examined the media organizational culture with special reference to public and private media organizations in Karnataka and Tamil Nadu states.

### RELEVANCE OF ORGANIZATIONAL CULTURE

#### Organizational Culture

Modern organizations are led by cultural ethos. The structure, system and functions of an organization are based on the culture of the organization. The norms, guidelines and operations of modern organizations are also primarily dependent upon the culture of the organization cherished by the founders and builders over a period of time. Schein's (1980:22) model of organizational culture has become an influential theory of organizational culture, beliefs and assumptions form the core of an organization's culture. Organizational culture is understood as a multidimensional subject with the scope of organizational values, according to Deal and Kennedy (1982:04).

Schein (1992:21) defines: "Organizational culture is described as a mechanism of common assumptions that a group with the common objectives learns and then it externally adapts to and internally integrates with. Knowledge reflects the degree of how much an employee understands the organizational culture. Acceptance of culture refers to the degree of how much an employee has internalized the norms of organization. If the culture is valuable, then it holds the potential for generating sustained competitive advantages".

Kotter and Heskett (1992:10) comment: "Organizations with adaptive cultures perform much better than organizations with non-adaptive cultures. An adaptive culture translates into organizational success; it is characterized by managers paying close attention to all of their constituencies, especially customers, initiating change when needed, and taking risks. An non-adaptive culture can significantly reduce a firm's effectiveness, disabling the firm from pursuing all its competitive/operational options".

Ogbonna (1993:13) opines: "Organizational culture is the interweaving of the individual into a community and the collective programming of the mind that distinguishes members of one known group from another. It is the values, norms, beliefs and customs that an individual holds in common with members of the social unit or groups". Robbins (1998:18) defines organizational culture as a relatively uniform perception held of the organization. Every organization has its own cultural foundations which integrate individuals, groups and organization systems variables. The leaders, managers and workers are required to internalize the organizational norms and develop a new self-identity in conformity with the new culture.

Prosser (1999:15) examined the issue of organizational culture and observed significant association between organizational culture and performance of the employees. He also added a new dimension to the culture of educational institutions. The polarities construct a quadrant with four types of culture. Organizational culture is manifested in tangible ways, such as behaviors, throughout the organization, according to Detert, Schroeder and Mauriel (2000:06).

Lund (2003) writes: "Organizational culture is defined as a set of philosophies, ideologies, values, assumptions, beliefs, attitudes and expectations, holding the organization together. In other words, culture in an organization refers to what identity means for individuals. Rashid, Sambasivan and Johari (2003:16) defined organizational culture as a system of common meanings, beliefs and values which shape the employees' behaviors in an organization.

Schein (2004:20) defines organizational culture as a pattern of shared basic assumptions that was learned by a group as it solved its problems of external adaptation and internal integration, which has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way they perceive, think, and feel in relation to those problems.

Denison, Haaland, and Goelzer (2004:05) found that culture contributes to the success of the organization, but not all dimensions contribute the same. It was found that the impacts of these dimensions differ by global regions, which suggests that organizational culture is impacted by national culture. Adkins and Caldwell (2004:01) proposed that organizational culture may impact the level of employee creativity, the strength of employee motivation, and the reporting of unethical behavior, but more research is needed to support these conclusions. Cameron et. al. (2004:03) conducted research on organizational effectiveness and success. Based on the Competing Values Framework, they developed the Organizational Culture Assessment Instrument that distinguishes four culture types. Competing values produce polarities like flexibility vs. stability and internal vs. external focus - these two polarities were found to be most important in defining organizational success.

Needle (2004:12) found that organizational culture represented the collective values, beliefs and principles of organizational members and is a product of such factors as history, product, market, technology, and strategy, type of employees, management style, and national culture. Hofstede and Hofstede (2005:08) studied the significance of organizational culture which is the collective programming of the mind of the members of an organization. They found that a safety climate is related to an organization's safety record. Organizational culture is reflected in the way people perform tasks, set objectives and administer the necessary resources to achieve objectives.

Ravasi and Schultz (2006:17) pointed out that organizational culture is a set of shared assumptions that guide what happens in organizations by defining appropriate behavior for various situations. It is also the pattern of such collective behaviors and assumptions that are taught to new organizational members as a way of perceiving and, even, thinking and feeling. Thus, organizational culture affects the way people and groups interact with each other, with clients, and with stakeholders. In addition, organizational culture may affect how much employees identify with an organization.

Robbins and Sanghi (2007:19) state: "Organizational Culture refers to a system of shared meaning held by members that distinguishes the organization from other organizations. This system of shared meaning is actually a set of key characteristics that the organization values. Organizational culture is a descriptive term which is concerned with how employees perceive the characteristics of an organization's culture, not with whether or not they like them".

Organizational culture affects the way individuals make decisions, feel and act in response to the opportunities and threats affecting the organization. Organizational culture is the specific collection of values and norms that are shared by people and groups in an organization. The members of an organization should pursue and ideas about the appropriate kinds or standards of behavior organizational members should use to achieve these goals. Organizational culture encompasses values and behaviors that "contribute to the unique social and psychological environment of an organization.

### **Salient Features of Organizational Culture**

Culture includes the organization's vision, values, norms, systems, symbols, language, assumptions, beliefs, and habits. The prominent features of organizational culture include - knowledge about the organizational policy, work environment, values and beliefs, attitude towards work, work involvement and inter personal relationship. Every organization develops and maintains a unique culture, which provides guidelines and boundaries for the behavior of the members of the organization.

Scholars have also studied the characteristics of organizational culture which include innovation (motivating the employees to adopt innovative means and methods), precision orientation (performing the works accurately), achievement orientation (placing emphasis on achieving maximum success), fairness orientation (placing value on protecting the interest of the organization), collaboration orientation (sharing the responsibility with the co-workers), competitive orientation (outperforming the competition at all costs), rule orientation (adhering to the norms and guidelines of the organization) and social responsibility orientation (serving the best interest of society).

Organizational culture reflects the underlying belief and value structure of an organization. Members of an organization in a given cultural environment share a common set of assumptions, beliefs and values which originate from the local environment. These cultural values from the environment have a very strong impact on the behavior of the persons within the organization. The core of culture is formed by values which are not visible but shared by people even when membership in group changes. Organizations should strive for what is considered a healthy organizational culture in order to increase productivity, growth, efficiency and reduce counterproductive behavior and turnover of employees.

## REVIEW OF LITERATURE

Scholars have examined the relationship between organizational culture and organizational development across the globe. Organizational culture matters most from the points of view of job security, job involvement, job advancement and professional development according to the past studies. Prominent studies relating to organizational culture include - Schein's (1980), Deal and Kennedy (1982), Kotter and Heskett (1992), Schein (1992), Keith and Underwood (1993), Ogbonna (1993), Pollard (1995), Robbins (1998), Prosser (1999), Detert et. al. (2000), Lund (2003), Rashid and Johari (2003), Adkins and Caldwell (2004), Cameron et. al. (2004), Denison et. al. (2004), Needle (2004), Schein (2004), Hofstede and Hofstede (2005), Beam (2006), Ravasi and Schultz (2006), Robbins and Sanghi (2007) and El-Nawawy Mohammed and Catherine Strong (2012).

## SIGNIFICANCE OF THE STUDY

The media professionals can function effectively if they enjoy better job security, job involvement, job satisfaction and job enhancement opportunities. These are the key aspects of scientific human resources management in media organizations. This study explores that linkage between the culture of media institutions and media professionals' perceptions about the business and professional goals of their news organizations. Understanding what makes media

professionals happy in their work is important because that influences their plans to either stay in or leave the profession. Modern media organizations cannot march towards progress without skilled, resourceful and competent manpower in the age of competitive business management. The review of literature clearly indicates that the relationship between media organizational culture and job status of media professionals in public and private sector organizations are not studied extensively by the past researchers in India and abroad. Adequate scientific investigations are not carried in India especially on the impact of media organizational culture on the performance of media professionals in the age of globalization. Hence, the present investigation assumes academic significance.

## OBJECTIVES OF THE STUDY

With media organizational culture and professional status of media professionals in public and private sector organizations being the thrust area, the research proposes to:

1. Assess the culture of media organizations in public and private sectors.
2. To analyze the impact of media organizational culture on the professional status of media professionals; and
3. Suggest appropriate measures for the enrichment of media organizational culture and enhancement of media professionals' working conditions and professional excellence.

## RESEARCH METHODOLOGY

The present study approached the problem through a scientific survey method. The relationship between the media organizational culture and status of media professionals was evaluated through an organized empirical investigation with reference to both public and private media institutions of Karnataka and Tamil Nadu states. These two states have a good number of public and private media organizations in South India. About 576 respondents were selected on the basis of incidental, purposive and stratified sampling techniques for the purpose of primary data collection.

**Distribution of the Study Areas and Sample**

| Sl. No. | Study Area | Reporters/ Correspondents | Editorial Staff | Programme Staff | Technical Staff | Total |
|---------|------------|---------------------------|-----------------|-----------------|-----------------|-------|
| 1.      | Karnataka  | 118                       | 86              | 68              | 22              | 294   |
| 2.      | Tamil Nadu | 102                       | 84              | 62              | 34              | 282   |
| Total   |            | 220                       | 170             | 130             | 56              | 576   |

N=576

The primary data was gathered by administering the interview schedules to the various media professionals like reporters, correspondents, editorial staff, programme staff and technical staff of both print and electronic media institutions in Karnataka and Tamil Nadu states. A structured and pre-tested interview schedule was administered to the representative sample consisting of the above groups of media professionals. Primary data was gathered from about 576 respondents representing both public and private media institutions.

## STATISTICAL ANALYSIS

The study being descriptive in nature, no parametric statistical tests were involved to draw inferences based on the sample results. The interpretation of the chi-square and

contingency table analysis justify the assumption of independence which was primarily carried out at the 0.05% level of significance. The prominent statistical tests adopted in the present investigation include - frequencies and percentages, chi-square test and contingency table analysis.

## FINDINGS OF THE STUDY

### Demographic Features

- There were more number of male respondents (68.75%), 20-35 years age groups (53.99%), graduates and post-graduates educational categories (78.13%), media professionals (90.28%), upper and middle SES categories (67.71%) and Karnataka state (52.43%) respectively among the study sample.

## Media Organizational Culture

- Media institutions have healthy moral frame work (61.46%).
- Media institutions have sound institutional culture (64.24%).
- Media institutions do not have progressive work culture (62.50%).
- Media institutions have planned organizational development parameters (64.24%).
- Media institutions have sound infrastructural facilities (68.75%).
- Media institutions have committed leadership opportunities (67.01%).
- Media institutions have not played a crucial role in the protection of media professionals (57.64%).
- Media institutions have not encouraged the participation of media professionals in the policy making process (67.36%).
- Media institutions have not considered media professionals as the assets of the organization (61.81%).
- Media institutions are not committed to the protection of human rights of media professionals (63.19%).

## TESTING OF HYPOTHESIS

*H1: The organizational culture of public and private media institutions of Karnataka and Tamil Nadu states is not conducive for the enhancement of job security, job satisfaction and job advancement of media professionals.*

The data analysis indicates that the organizational culture of public and private media institutions of Karnataka and Tamil Nadu states was conducive for the betterment of professional status of media professionals. Hence, the hypothesis stands disproved according to the data analysis.

## IMPLICATIONS OF THE STUDY

The media institutions are the angel guardians of public interest in a democracy. The people should not be treated as mere receivers of media services but they must be actively involved in policy making, planning, implementation and evaluation of various development programmes in India. The media professionals should be protected, promoted and empowered in India in order to play a responsible role in the process of nation building. The following suggestions are made with a view to improve the media organizational culture and professional status of media professionals in India.

## Organizational Culture Related Suggestions

- The media institutions are required to develop sound work culture on the basis of internal and external factors associated with media management.
- The media institutions should be enabled to develop strong sense of adaptability to changes in the media environment.
- The media institutions should enhance the organizational performance on the basis of adoption of best practices.
- The media institutions should create a culture of trust in organization as it is the harbinger of congenial working environment.

- The media institutions should recruit and maintain a workforce that is committed to its core value system.
- The media institutions should constantly monitor the work culture and professional efficiency of the media professionals in order to achieve the goal of professional excellence.
- The media institutions should inculcate a sense of faith and belief in the media professionals to foster meaningful 'knowledge culture'.
- The media institutions should constantly evolve organizational culture which is pro-active, incremental and collaborative.
- The media institutions should develop the work culture on the basis of accountability, collaboration, decentralized leadership, alignment and adaptability to hold the key to successful survival.
- The media institutions should set better standards of behavior of media professionals and other employees.

## CONCLUSION

The overall study shows that the correlation among media organizational culture and professional status of media professionals. The media leaders and executives should ensure proper wage management, human resources management, human resources development, human rights protection, job security and professional autonomy in order to enhance the job involvement and advancement of media professionals. The management should also properly handle agreements and negotiations with media professionals and labour unions to ensure better crisis management and active involvement of media professionals in making the destiny of media organizations. The media owners and leaders should boost the morale of the media professionals and facilitate greater production and productivity. The media leaders should promote greater professional development by creating a learning environment in which people are encouraged to learn from other role models and success stories. The media leaders should also gain more confidence with the highest levels of professional excellence and competence in this age of competitive media management.

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