

Report On
Human Resource Challenges in Journalism and Media Industry
(Case Study focused on DBC News)

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An internship report submitted to the BBS Dept. in partial fulfillment of the requirements
for the degree of
Master of Business Administration

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BRAC University
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Declaration Letter

This is to certify that the research paper entitled '**Human Resource Challenges in Journalism and Media Industry: Case Study on DBC News**' submitted by Nikita Nandini (ID-17264079) is an impartial fulfillment of the requirement for the degree of Master of Business Administration from BRAC University is a record of candidate own work carried out by her under any supervision. It is hereby declared that-

1. The internship report submitted is my own original work while completing degree at BRAC University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I have acknowledged all main sources of help.

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Letter of Transmittal

Saif Hossain
Assistant Professor & Director (BBA Program)
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Subject: Submission of Internship Report.

Dear Sir,

This is my pleasure to do this research in DBC News as I am working there as a staff reporter and News reporter for 3 years 7 months. It an honor to display my position providing details regarding' **'Human Resource Challenges in Journalism and Media Industry: Case Study on DBC News'** which I was appointed by your direction.

I have attempted my best to finish the report with the essential data and recommended proposition in a significant compact and comprehensive manner as possible.

I trust that the report will meet the desires.

Sincerely yours,

Nikita Nandini
17264079
BRAC Business School
BRAC University
Date: April Day, 2020

Non-Disclosure Agreement

[This page is for Non-Disclosure Agreement between the Company and The Student]

This agreement is made and entered into by and between DBC News and the undersigned student at BRAC University Nikita Nandini (ID:17264079)

Acknowledgement

First, I would like to acknowledge with gratitude the blessings of GOD for giving me physical and mental strength for successfully carrying out the internship program and preparing the report.

I am deeply indebted to my internship advisor Saif Hossain, Assistant Professor & Director (BBA Program), BRAC Business School, BRAC University for his whole-hearted supervision during the preparation of the report. His valuable suggestions and guidance helped me a lot in preparing the report in an organized manner.

I would like to thank, all members of the Human Resource Division team for providing me guidance and with proper information that was very much needed to complete this report.

Executive Summary

The aim of this report is to provide insight into the role of Human Resource Management for the DBC News employees. It addressed its importance for the success of newscasters, staff reporters and human resources planning, including recruiting and hiring practices, orientation, training and development systems, compensation, and benefit packages, and working conditions, retention of employees. The study discusses the reasons behind the demotivation of the employee's in depth. Highlights, too,

This Research paper includes the HR Challenges of media industry, the experiences of the employees, and the challenges of accepting new technologist in the media industry and talent acquisition and role of HR in this matter.

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Chapter 01

1.1 Overview of Internship

I have been working in DBC News as a staff reporter since february, 2017 till now. I did this internship specifcly for this research paper under Md. Masud Ibny Ayub Karzon, Assignment Editor, NCA, DBC NEWS and Yesmeen Jahanara, the head of HR in DBC News.

My duties and Responsibilities are given below:

- 1) Reporting
- 2) Newsroom Editing
- 3) News Presentation
- 4) Anchoring (Weekly Program)
- 5) Follow the activities of HR and the HR Team of DBC News had helped me to do this task for this research papaer.

1.2 Origin of the Report

This internship report is prepared for making a study on HR Challenges in journalism and media industry as an internship project for completing of MBA program at BRAC University.

The study was conducted for the contribution of the media industries of Bangladesh's and to understand the HR Challenges. The guideline and preparation of the report were supervised and directed by Saif Hossain, Assistant Professor & Director (BBA Program) of BRAC Business School at BRAC University and I am thankful to him for assigning this research.

1.3 Limitations

While working, so many informations were not disclosed because of some internal issues. Also when I wanted to conduct other media sectors to know the current situation of HR Challenges in Media industry lots of informations were not given to me properly. However, with my observation and experiences, interviewing the head of HR and CEO I tried my best to find out the HR Challenges and also solutions for this research paper.

The primary objectives and specific objectives of this report can be identified as:

Primary objective:

- To show the **HR Challenges of Media Industry**.

Specific Objectives:

- Identify the importance of recruitment and selection processes.
- Identify the experiences of the employees and journalists.
- Measuring the strength and weaknesses of DBC News.
- To identify the opportunities and threats of DBC News.
- To know how to select an appropriate source to contact candidates.
- Knowing how to get potential candidates for an organization.

1.4 Methodology of the Study

This report used both primary and secondary data. To collect primary data, I conducted an in-depth interview with the HR Head, CEO and the employees of DBC News. As I work for DBC News, I have used my personal analysis in this report on HR practice. Secondary data have been gathered from the interview of assignment editor and observations. Some information from different books and related websites was also collected.

1.4.1 Data Collection

The methodology is, therefore, the mixing of primary and secondary data with practical knowledge. The following two main aspects are considered in order to study and shape the report as a final format:

Primary Data is observed and recorded as part of the original study. If the data required for a specific study cannot be found either in the company's internal records or in published sources, it may become necessary to collect original data, i.e. to conduct first-hand investigations. In the report, I used the following source to collect primary data:

- Face to face conversation with the higher authority
- Communicating with some staff
- Direct conversation with the HR employees
- Practical work experience from HR department of the organization.

Secondary Data are collected through the following sources:

- Office Record
- Annual Reports
- Internet
- Different books etc.

1.4.2 Data Presentation

All information on the company, relative competitors and the recruitment and selection process of candidates is collected from different sources. They are organized and assembled for final report after collection of all the data. Before the final report is submitted all the data are properly checked by the supervisor. Finally, on the due date, the report is provided.

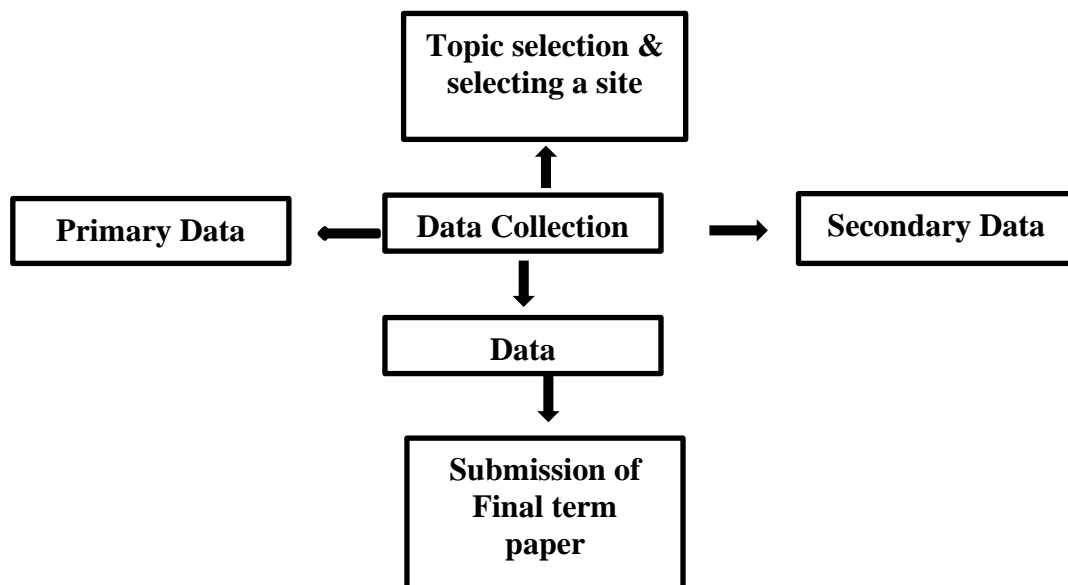


Figure 1: Stages of Methodology

Chapter 02

2.1 Introduction

This research on DBC News along with other channels offers clear details on the human resources practices of DBC News employees through the use of a qualitative analysis tool. The structured rules and guidelines for hiring, preparing, assessing, and rewarding newscasters were stated in the study. The Human Resource specialists of the DBC News channel were also given some suggestions to increase the retention of employees and work satisfaction among newscasters by making the proper effort.

This research offers a summary of the qualitative examination of the human resources policies related to DBC News employees. The qualitative analysis was conducted with the aid of interviews obtained from the CEO, Staff, HR Head of the channel. The purpose of this qualitative review is to find out about the policies of human resources for workers and journalists as well.

2.2 Overview of the company

DBC NEWS is a private satellite 24 hours live news channel in Bangladesh owned by Dhaka Bangla media & communications ltd. Chairman of the channel as well as Prime Minister's Media Affairs Adviser Iqbal Sobhan Chowdhury, Managing Director Sahidul Ahsan and Editor in Chief, CEO and Director Mohammed Manzurul Islam. DBC News started their journey in 2017 and one of its main motto is to give the mass people exact news 24/7 live. This channel has been providing some famous programs like Rajkahon, Uposhonghar, Manchitro for last couple of years.

2.3 Management practice of DBC News

Planning:

In the program design process of DBC News The team will make several changes. It can raise the ranking and draw the attention of the public to watch the Target markets have previously been established. However, during the current program, the loyal Audiences who watch the 40-year-old show range. The main plan of this television is to create audience for news and live daily events. The focus in to give the audience news based on current situation and it must be live.

Organizing:

It is possible to establish the role of organizing when the separation of duties takes place during manufacturing. Behind the success of a TV show, it is the job of the hard-working production staff. In general, the structure of other television programs, In DBC News, the company is under the Producer executive leadership with the responsibilities of Development of the principles and the format of the program.

Controlling:

Controlling is a primary goal oriented function of management in DBC News. With this process DBC News proceeds by comparing the actual performance with the set standards to ensure that activities are performed according to the plans. It is possible to realize the controlling function during the method of post-production. The Editor's Team in the process and the program materials can be edited and, thus, it can be after inserted, met with a more appealing appearance Photos or videos, pictures, background sounds and other components. That can beautify the materials of the program to be shown. The special programs has different treatment where the news has another treatment since they're daily events and live.

2.3.1 SWOT ANALYSIS OF DBC NEWS:

SWOT analysis is a study undertaken by an organization to identify its internal strengths and weaknesses as well as its external opportunities and threats. The strength, weakness, opportunities, and threats of the channel is given below:

STRENGTH:

1. Quality: The picture and sound quality of the television is much better than other local television channels.
2. Strong Brand Name and Patents: The branding style has led DBC News to build a strong brand. The strong brand name and patent helps to create brand image for DBC News.

WEAKNESS:

1. Absence of Technical Skill: Though the technology of DBC News is much better than its competitors but the employees are not technically skilled a lot.

OPPORTUNITIES:

1. Increased Number of Viewers and Advertising Expenditure: This is great opportunity for DBC News because the number of viewers and the advertising expenditures are rising day by day.

THREATS:

1. Too Much Competition: 71, shomoy and jamuna are already established for their news. So too much competition is a big threat for DBC News.

2.4 Marketing Practices

2.4.1 FIVE FORCES MODEL OF DBC NEWS:

Porter's five forces model is a tool for analyzing competition of an organization. The analysis of the competition of DBC NEWS is shown below by using this model:

•Threat of Substitute Products or Services:

Torrent, YouTube, bioscope live are the substitute services of DBC News. The channel must compete with them while showing any program.

•The Threat of Established Rivals:

Many establish and renowned program channels like 71, JAMUNA, SHOMOY and many more are the threats of DBC News. The news department has to work really hard to come up with the innovative ideas in order to compete with the existing television channels.

•Threat of New Entrants:

According to the annual report of the information ministry, they issued sixteen new private satellite channels named Bangla TV, Channel 21, Utshav TV, Dhaka Bangla TV, Jadu TV and many more. These program channels and other news channels are coming up with innovative shows which is a threat for DBC News.

•Bargaining Power of the Suppliers:

Different agencies work as a supplier for DBC News and they have the power to bargain with the channel to give different advertisements. Suppliers help DBC News to get ads from which the organization earns money.

•Bargaining Power of the Customers:

Advertisers like Social Islami bank limited, Beacon Pharmaceuticals, shah cement, Savlon are the customers of the channel. DBC News earns a huge amount of money from these customers by promoting their products. When the brand value of the channel falls, the bargaining power of these customers become high.

Chapter- 03

HR Challenges in Journalism and Media Industry

3.1 Introduction

Journalism is not an industry- it is a part of the media industry. Media Industry includes so many segments like movies, TV Shows, News and Music, books, Newspapers, Magazines and so many other parts. Here, in this research paper I tried to focus only on the segments- News and Journalism. On the surface, it seems like News channels run by the head of the news, newsroom editor, producers, reporters and presenters. And off course the HR team, marketing team, accounts and so on. This research focuses on the Newsroom- which is the most important part of a news channel station and also the challenges HR face to run a channel perfectly.

"A Significant portion of a newsroom is hiding from you. They are not openly resisting the push towards 'digital first', or even disagreeing with it. They simply do not know how to proactively step out of their comfort zone. And they wont, unless and until newsroom leaders engage in a one-on-one process that includes an explanation of both the big picture and specific tactics, discussion of performance and counseling on how this affects their personal career path. A newsroom is the place where all the tasks are being processed. It involves TRP (Television Rating Points) as well as the future of that channel.

3.2 Methodology

The research was conducted for DBC News journalists and employees on the basis of the Human Resource Policies. For two reasons, the specific television channel was chosen. First, many Bangladeshi journalists work for this television and secondly, it is one of Bangladesh's most famous and well-established outlets where employees have followed the corporate culture. To assess the interpretation qualitative research was performed.

3.2.1 Employee Experience in the Media Industry

From an employee's perspective, working in a media company is really fun, demanding and fascinating. Being involved in the development of entertainment offers you a lot of insight in advance and a chance to help share it with the public. Many positions offer the opportunity for media and entertainment staff to meet with top Politicians, celebrities and newsmakers and collaborate with them. During their workdays, even receptionists and office staff will meet celebrities. It is very straightforward to keep employee morale up and procure talent.

1. Salary Concern: Most of the people whom I have spoken to in the Media Industry, News Channel or Program Channels over the years have mentioned their concern about the Salary. Many people are moving from one channel to another, there is no loyalty left. Before the Pandemic has started Independent Television was unable to pay the employees for two consecutive months. ATN News had been giving salary one month delayed for many years. Asian Channel is paying salary two months delayed for a long period of time. The employees are highly dissatisfied and insecure about their career. SA tv and Prothom Alo sacked so many employees during Pandemic situation. DBC News was also could not pay the Eid-ul-Fitar Bonus to employees and it has affected the employees since the pandemic situation is playing a vital role in their lives.

2. No permanent shifting: A journalist always needs to work for more than 8 hours. Sometimes they have to work for 14-20 hours when special kind of event happens. Every employee of media industry accepted the fact that they have to work more than 8 hours a day. However, in this case the HR never takes any initiative to give them extra facilities or pay them extra hours with the salary.

3. The problem of constant change: Constant change of Technology has affected the employees of Media Industry; they think they have handled the cuts, the social media

adoption, the copy desk renovation. Enormous changes in technology and reader preference will occur, accompanied by even more changes. Whether it is training and recruiting a worker who can adjust to constant change or the more daunting job of constantly imposing change on a worker who cannot advertise.

4. Lack of diversity: Minority staffing in newsrooms has ranged between 12 and 13 percent for more than a decade, compared to 37 percent of the U.S. population. Journalism continues to be male-dominated, especially when it comes to top management. Bangladesh also has pretty much same scenario. Starting from news presenter, anchor, reporter and also in management team, everywhere it is male dominated. Because of this, our journalism is weaker, we are less capable of responding to changes and we are losing market share because of it.

3.2.2 Solution to this problem according to HR Head-

Yesmeen Jahanara, the head of HR in DBC News has mentioned some difficulties she had been facing over the years. According to her, people who work in Media Industry mix up the HR and Admin. Where, HR is all about managing human resources and Admin is all about managing day to day activities of the organization for example, managing the establishment, keeping the premises safe and clean, transportation, canteen management etc.

Another thing this HR head had mentioned, since news and other sectors in media cannot maintain 8 hours working shift, lots of people especially female refuse to work.

Pandemic situation had affected so many companies and organizations. However, this has impacted Media Industry badly since almost every sector of media industry runs by advertisement and sponsors.

It is a must to do some career counseling in Media industry and an International quality needs to be set. The best way to get newsroom workers out of hiding is to involve them in a very intimate conversation about how the needs and goals of the company align with their own success and career direction. If pointed out these seemingly fundamental discussions will show how underused certain workers feel, or that you and the industry are going in a direction they cannot or do not want to go.

3.3 Findings and Analysis

In most of the News Channels, the recruiting and the selection process is very slow. It takes 4/5 months for one journalist or news presenter to be employed. They don't even recruit workers often and give the current employees pressure. In Massranga Television compared to newscasters who work part time, the recruiting process for permanent news anchors is a little complicated. The Human Resource staff took both written exams and auditions when hiring permanent news anchors. However, in DBC News there aren't any part time employees; all of the employees are full time. But recruitment process occurred very first time before on air. After many employees left their job DBC News is facing some serious work pressure but they are working hard to recover it.

Mohammed Manzurul Islam, CEO and Director of DBC News mentioned me three limitations of the media Industry's HR.

No time for Training:

In news channels specially 24/7 live news channels do not have enough time to train the employees or the employees who are newly joined. Before on-air a huge number of employees were being trained in DBC News. But after they started broadcasting, training for the newcomers had become so difficult. This is the reason; experiences are given more importance than education.

Resource Limitations:

This is another problem in News channels. Resource limitations create serious problem to maintain the quality of a station. Usually other companies which are not media industry come up with more offers and handsome salaries. When this happens, news channels usually lose their employees since they face resource limitations.

Lack of financial reward:

According to Mohammed Manzurul Islam, CEO and Director of DBC News, the government had not created opportunities for Media Industry. In fact, this is not even marked as an Industry in Bangladesh. When Subscription of a channel happens, profit is most of the time below margin where the subscription money was supposed to be paid to the channel. In a nutshell a channel is highly dependent on Advertisement Sponsorship.

3.3.1 Technology in Media Industry and HR Challenges

One specific thing about the media industry is that, for a long time, its key course of work and its modus operandi have remained almost the same. While, relative to all other sectors, there have been some changes due to technology, the media industry seems to be the least changed. Moviemaking, movie distribution, production, direction, art development, music, publishing, newspapers, and most things work much the same way as they were before, to prove this point. HR faces challenges here since after starting broadcasting training the employees is very difficult.

3.3.2 Talent Acquisition and HR Challenges

When one person performs well in the media industry, they are highly likely to catch the attention of another employer. In the media business, it's a common practice to transition from place to place and ascends the ladder. As an HR manager, it is important to retain those special and productive employees, despite other attractions. Those specific employees will mostly priorities their own well-being and salary over the success of their organization. They are likely to leave their position when other offers come.

3.4 Summary and Conclusion

The qualitative study reveals that the policies of Human Resource for Media Industry workers are not sound and well educated. Because many news presenters and journalists do not feel interested in entering this form of organization, the recruitment and selection process is very long and time-consuming. So, every year, the company loses several skilled employees. The newly hired employees remained unaware of their work responsibilities due to the lack of orientation process. While the company's salary structure and human resources practices are low, many employees do not leave the organization because of the stable working climate and brand value. But this does not help to improve their job satisfaction, as the performance of the employees' declines day by day. This greatly affects the output of the TV station. In addition, a television station's earnings depend on its brand value because Bangladesh's large and renowned corporations pay for their advertising based on a channel's brand value. The brand value of a television station depends heavily on the productivity of the staff. Employees perform better if they know like they are cared for by the company. Handsome payment structure, performance evaluation, rewards and benefits, preparation and growth increase an employee's work satisfaction.

3.5 Recommendation

While the Human Resource team of DBC News works hard for employee satisfaction, there are still some factors that need to be considered:

- When hiring an employee, the team works very slowly. Hiring a news presenter takes longer time. Good news presenters often lose interest in entering television. So, when recruiting a new anchor or reporter for the channel, the team can work quickly.
- There can be more bonus and other facilities for example transportation, good food, medical service for the employees.
- The employees can be divided into two groups for internal training.
- Orientation can be performed by the Human Resource staff for the fresher. Their job description and duties should be properly communicated during the orientation so that the new presenters feel the urge to work with passion and properly understand their responsibilities.
- The compensation packages and benefits provided to workers by a company play an important role in the ability of the organization to recruit top talent as work seekers and retain current employees. So, for both permanent and part-time newscasters, it is important for the station's Human Resource department to improve their pay structure.
- To encourage the employees, especially newscasters and reporters, it is important to provide part-time staff with some more enticing benefit packages.

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