CAMARADERIE AMONG TRADITIONAL AND MODERN WORKFORCE IN MEDIA HOUSES: AN EMPIRICAL STUDY IN MYSORE CITY

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Abstract
The dawn of new millennium ushered in sea changes in the functional areas of the management. A strong edifice directed in the last decades of the previous century in the fields of electronics and communication combined with toned shackles between the nations across the globe in respect of political and cultural ideologies gave a flip for near metamorphosis in these functional areas of management. The HR could witness healthy co-habitation of hybrid workforce in new millennium. The workforce with old ideologies and the new entrants together aligned with each other and started contributing to the prosperity of their organisations. The amenability of elderly workforce towards new wave technologies and modern style of life – work and personal is indeed a laudable phenomenon. Media industry is a business model based on the communication of information, entertainment, art, music and culture of an economy. It is the collection of various activities related to organisations that share production, publication, and distribution of the media text. Traditional media industry the existed before the innovation of internet had a different operating culture. It focused mainly on radio, print and television. It was more of labour intensive rather techno-industry. Advancement in the ICT enabled services in the last two decades has shuffled all the industries with no exception to media services. The landscape of media industry is remodelled by the technology, consumer preferences and demographical shift in the sector.

Media industry which is heavily dynamic and having influx of large number of new generation employees was considered to be perilous for elderly work force. However the elderly workers could adapt themselves quickly because of their continuous updation and constant sharpening of the minds which was basic necessities of the employees in the industry. Further the younger generation having high hold on technology are also contributing to the growth of the industry. This industry includes not only the printing, publishing, entertainment, even individual channels such as you tube and Instagram uploads, face book and other social media are contributing to the wider communication of information across the nations irrespective of distance. Recently the increase in the role of social media in every one's life is uncommendable. Often irresistible addictions are found among the people in expressing their views, uploading their status and stories, circulating information, collection of memories and celebrations and community shared networks, reality shows, individual uploads ad many more that are showcased through social media. Thus there is a dire requirement of convergence culture where in both experienced work force and techno-versioned work force make a good combination in building the industry with sustainable practices. Further this convergence culture will help to meet varied audience, optimum use of technology, establishing strong customer relationship, adoption of efficient strategic management practices and make a profitable business in media industry.

Media houses are labour intensive yet tech oriented in many aspects. Talent acquisition is a very challenging task. And the attrition rates are quite high owing to difficulty of the job nature and work culture. There are good number of defies in the job platform like late night work schedules, frequent travels, constant public relations, lack of fixed time schedule, unstable source of income, lack of privacy owing to constant social encounters, competition among media houses, constant sophistication of technology and costlier investment and mismatch of traditional and modern modes of functioning pose challenges to the Human resources of the media industry. The purpose of the study is to understand the work environment of the media houses and the effectiveness of the combination of the millennium work force and the Generation X in accomplishing organisational goals. Further to evaluate the importance of the traditional media services in the contemporary media field and identify the effectiveness of technology in upgrading the media services across Mysore city. The researchers collected the

perceptions from the respondents of Mysore District Journalist association, media associations and social networking sites, community blogs, sharing economy networks, video hosting sites, photo and image sharing sites are part of the study on the various aspects related to combination of Gen X and Millennium Human resources and their operative culture. The primary data helped in analysing the study of media houses and their effective performance in a dynamic way to reach varied audience with numerous services.

In the city of Mysore, there are 46 number of media houses encompassing print and electronic media houses. There are 248 employees directly and many indirectly employed of which 144 are aged below 30 and the remaining are above 30 flourishing with no grumble or no humiliation, thus marking healthy cohabitation. The proportion of the work force on the basis of age is approximately is 58:42, 58 stand for Gen Y and 42 to stand for Gen X. In fact the elderly employees are guiding their younger ones and contributing to the robust growth of media industry. The adopted descriptive research design in understanding the existing mixed work force environment. Perceptions are collected from the respondents of the study and put for analysis. Hypotheses were framed and put for the test. Both descriptive and inferential statistics are applied to interpret the data collected for the study. Further the study proved that there exists a collaborative approach among the Gen X and Gen Y in realizing self and enterprise goals. The results exhibited a positive and proactive culture among the mixed groups of HR twining on experience and technology. The network of the Hybrid work force combined with upgraded version of ideas and innovations in the media upholding traditional knowledge and literature is establishing a Meta-morphed industry. A combination of new strategies adopted by the work force upholds the success of the business. The hybrid culture of operations has also included all other stakeholders into the business in different forms for the sustenance of the industry. Thus the study concludes that the camaraderie of traditional and modern work force is marching ahead with greater goals and vision in mind to accomplish them.

Key Words: Camaraderie, Gen X, Gen Y, Millennium, and Proactive approach.

Introduction

Communication is the underlying current of society that networks, connecting people and building societies and nations. Since the dawn of civilisation, communication has been mounting in the form of signs, spoken languages, lipis, written scripts, literature, music, art, history, monuments, news, etc., all communicating some or other information in fathomable form to the generations of people. The information and technology era has rebuilt the media industry with great innovations and digitalization. An industry is a place of economic activity where sellers offer different types of products and services to the buyers and make profits out of those activities (Festing, M., Kornau, A., &Schäfer, L. 2015). Media is a tool of communication that collects, stores, and delivers information in various forms. Basically, media can be traditional or digital media. Conventional media is a type of mass communication that prevailed before the internet era. Even now, it exists. The media that reaches can be print media or broadcast media, social media, and Human resources are one of the important factors of production which play a critical role in organisational accomplishment. Thus, hiring the right person for the right job is a very serious affair. Working in media houses is fun, challenging and interesting. In particular, people with a high interest in culture, literature, and art are more interested in this industry. It involves great creativity, innovative thoughts, all-time imagination, and uniqueness in every work; lines, wordings, scenes, and situations. Media houses and related jobs are always rich by profession. The industry is related to celebrities, entertainment, glamour, accomplishments and achievements of great people, societal issues, and other public-oriented activities.

Most of the human resources of the media houses are self-employed, usually in the system of micro or small-scale enterprises. This enterprising behaviour is usually impacted by the psychological traits, cultural factors, political support, assuring economic policies, government patronization, and industry average growth and profitability of the industry (Coetzee, M., Ferreira, N., &Shunmugum, C. 2017). The contemporary work force of the industry is a mixture of traditional and modern-mindset people. Conventional HRM focuses on recruiting the right people for the right job with an efficient recruitment policy based on their skills and abilities as per the requirements of the job. Now the concept has been replaced with different strategies as the mode of business operations has completely changed. Print media, though traditional in nature, is highly in need of innovation in its operations.

This can be accomplished by people being creative, free-lancers, blog writers, and having up-to-date ICT knowledge. But there is a mixed workforce working in this medium with traditional knowledge and experience and a contemporary workforce with technology and digital fluency. Digital or entertainment media requires high-end technical knowledge to operate. It's inevitable for the GEN X workforce to rebuild themselves or depend on the GEN X work force for their success and enterprise success. The research study has focused on the human resources that include both the X generation and the millennium, contributing to the success and survival of the media industry. People born between 1965 and 1981 are considered the X generation. They are characterised by individualism and hard work. They are more methodical, involved, and emotionally oriented people. The reason for such a psychology is because of their parents, who were baby boomers. of post-wars, hardships, lack of employment, technology, and resources were the scenarios in which baby boomers grew up.

Thus, Generation X had better facilities when compared to baby boomers. When compared to baby boomers, this generation had limited access to modern technology. Yet they contributed or laid the foundation for the growth of knowledge in various fields, especially the innovation of technology. Generation Y, also known as millennials, are born, learn, grow, and survive with technological innovation at every stage of their lives. Increasing demand for media houses requires team members to meet the requirements of both generations. The research study is focused on the camaraderie among traditional and modern workforces in media houses for their success. The combination of the technical and experienced work force would very well build the survival and success of the enterprise and the industry.

Literature Review
The computerized age and the innovation of the digital era have transformed the whole world into a different scenario. The mindset of the business sector has been reframed in alignment with technology. Thus, the media industry that collects, stores, and delivers information is no exception to this digital change. The areas include content management, content creation, video sharing, advicement, freelancers, blog writers, and social media users are developing their channels and are creating their own platforms with self-business (Kaplan and Haenlein 2010). The process for communicating with clients has changed enormously with the emergence of social media, giving business muscles how to utilise social media in a way that is consistent with their business plan (Mangold and Faulds 2019). Social media created a platform for this innovation. Customer readiness to innovate, embrace, and use new technology to achieve customer goals is critical (Rogers as cited in Mady 2011). A study examined the development and aspects of the media industry in Indonesia and the participation of citizens in the industry. Furthermore, the study highlights the gap that exists between media literacy, media infrastructure, and the media industry. (Nugroho et al., 2012). The application of social media in the pharmaceutical industry fetches higher benefits to the players. Unlike traditional media communication, social media enhances the dissemination of information at a higher speed and in different forms. Gopinathan, D. R., &Suri, D. S. (2016).

The researcher discussed big data, big data analysis, and human resource management in the media industry. The author highlights data management in the media industry along with HRM (Liang, Y. 2015). Financial reward is the biggest motivation factor that determines the retention of employees in any industry. A study on the media industry suggested five reward preferences that were rated as most important by participants: base pay or salary, merit increase that is linked to personal performance, incentives and bonuses, safety and security at the workplace, and market-related salary. The results indicated that monthly salary (base pay) is the most preferred and/or significant reward category in attracting, retaining, and motivating employees (Bussin, Mark H.R.; Thabethe, Nokwanda N. 2018). Industry that combines elements of computing technology, telecommunications, and content to create products and services that can be used interactively by consumers and business owners. The study focused on a group of highly accomplished professionals in New York City to identify lessons for success in a project-oriented environment with highly complex skill demands and rapidly changing technology. Significant challenges in acquiring new skills, managing their careers, and establishing employment and income security. They spent an average of 13.5 hours per week in unpaid time learning new skills and more than 6 hours per week looking for employment (Kim, Eungdo; Lee, Daeho; Bae, Kheesu; Rim, Myunghwan 2015).

Research Gap and the Need for the Study

The media industry depicts the culturalisation of the economy through communication of the existing scenario of situations and the economy. The media industry is rocketing into the sky with various options, services, technology and digitalisation. Numerous studies have been undertaken on human resources management and practises across the industries and on different sizes of the industries. But no studies have been conducted on mixed work forces and the collaborative work culture of GEN X and millennium work forces in the success of individual and organisational objectives of media houses. Usually, out of all the factors of production, HR stands out owing to the variance in HR skills, talents, attitudes, behaviour, and abilities. Based on their efficiency and effectiveness, HR is determined by their compensation packages. Regular performance appraisal also substantiates training, retention, and compensation packages are determined. Further individual and career goals, succession planning. Group dynamics, conflicts, corporate culture, corporate philosophy, training and development, performance appraisal etc. all other practises are very vital in handling the HRM. These the different areas of media industry that remained grey with no much research.

Statement of the Problem

Rapidly growing media industry is a boon to the nation. Offering high ended job opportunities in various forms like reporter, content writer, journalist, art director, blogger, editor, producer, director, technicians, content creators, social media specialist, free lancers, advertisement agents and many more from print, digital and social media. But the industry is facing with talent crunch owing to not tapping the right person for the right job. There is constant modernisation in the media operations and maintenance. There is a dire need for human resource to update themselves to meet this constant development in technology and digitalisation. In this process, often there is a chances for conflicts and mismatch between the senior work force (GEN X) and junior work force (millennium). The major challenges of the media work force is to have a collaborative work culture. GENX is more dedicated, slow and steady is the mode of working styles, more focused with hard working styles, rules and regulations, and bit rigid in nature. Whereas GEN Y are techno oriented, focus on smart work, aggressive in nature, flip faster with new things, rather than quality, quantity is major criteria for Millennium, moderate patience levels, quicker work culture. Bringing a leverage between these A-type personality and B type personality styles is a daunting task. A right and proper team need to be developed to accomplish the combined goals of the organisation. This study is unique that focuses on the work culture and corporate philosophy to be established to bring about a proactive work environment between seniors and juniors in order succeed and stabilise in the industry.

Research Questions

1. Does the media industry still rely on Gen X or have they encouraged the millennium generation?
2. Does the collaborative work culture of Gen X and Gen Y have a positive impact on the development of the media industry?

Objectives of the Study

1. To investigate the nature of labour distribution in the media industry
2. To analyse the collaborative work culture of Gen X and Gen Y in the accomplishment of the organisational goals.
3. To evaluate the benefits of the collaborative work culture among the Gen X and millennium workforce in the media industry.

Hypotheses of the Study

1. H0: There exists no healthy competition between a mixed workforce of Gen X and Gen Y in accomplishing combined organisational goals.

2. H0: Technological innovations are a hindrance to the collaborative work culture.

3. H0: There is no significant increase in cohesiveness and group dynamics owing to the amity of traditional and modern workforces.

4. H0: A mixed workforce doesn't enhance the efficiency of the HR of the media industry.

Scope of the Study
The present study "Camaraderie among traditional and modern workforce in media houses-An empirical study in Mysore City." was conducted in Mysore city. Editors, journalists, writers, directors, artists, freelancers, creative advertisement firms, anchors, content engineers, digital technicians, reporters, documentary makers, social media blog writers, video sharing, and others are among the survey's respondents. The study is limited to the HR practises and camaraderie among the GEN X and GEN Y in building the firms and the industry.

Research Methodology
The study has adopted a descriptive research design, explaining the existing conditions of the collaborative workforce of the traditional and millennium generations. The study's population remains the members of the media industry. It includes traditional media such as newspapers, magazines,

1. Questionnaire Design: The study deployed the questionnaire instrument to collect the primary data from the respondents through Google forms having two sections: demographic profile and perception statements on the study area. Both primary and secondary data were collected and analysed for the research. The secondary data is collected from journals, magazine reports, and published documents. The perception statements were measured on a five-likert scale ranging from 1–5, with 5 indicating strongly agrees and 1 indicating strongly disagrees.

2. Sample Design: Out of 248, the sample size is 87, as 30% of the population size. The sample respondents included are journalists, freelancers, reporters, content writers, project heads, digital technicians, advertisement firms, blog writers, video sharing, directors, proof readers, videographers, project coordinators, art directors, and other job holders related to the media industry.

3. Statistical Applications: The response rate was 100 per cent. Quantitative data was processed and analysed using the Statistical Package for Social Science (SPSS, Version 20). In this study, descriptive statistics in the form of frequency and percentages were used to summarise and organise the data while inferential statistics, such as means and standard deviations, to test the various dimensions of collaborative work of GEN X and GEN Y, and chi-square to identify the goodness of fit, were also used. A mixed workforce analysis was also conducted to examine the effect. Cronbach's alpha was also calculated to get the internal consistency of the items on the questionnaire. The Cronbach's Alpha for the camaraderie of traditional and modern workforces in accomplishing media firms and the sustainability of the media industry. The perceptions of the mixed workforce's performance were 0.834, indicating that the questionnaire's internal consistency was satisfactory.

Results and Discussion: Descriptive Statistics

Table 1: Descriptive Statistics of the Demography Variables		
Demographical Profile	**Frequency**	**Percent**
Gender		
Male	54	62.1
Female	33	37.9
Age		
Less than 30 Years	41	47.1
Between 31 and 50 years	31	35.6
Above 50 years	15	17.2
Languages Known		
English	12	13.8
All/Many	75	86.5
Location of the Respondents		
Urban	30	34.5
Semi-Urban	28	32.2
Rural Areas	29	33.3
Education Qualification		
General Education	39	44.8
Professional Education in media	12	13.8
Basic Education	21	24.1
Others	15	17.2
Profession of the Respondent		
Print Media	24	27.6
Digital Media	18	20.7
Social Media	39	44.8
others	6	6.9
Nature of the Work		
Administrative	15	17.2
Marketing	20	23.0
HRM	30	34.5
Finance	10	11.5
Others	12	13.8
Experience in the Media Industry		
Less than 5 years	16	18.4
5-10 Years	36	41.4
10 -15 years	21	24.1
15 - 20 years	10	11.5
More than 20 years	4	4.6
Source: Survey Data		

Discussion on Descriptive Statistics
The gender ratio of the media industry is witnessing a growing participation of women as well as men, with 62.1% of the male population and 37.9% of the female. The age distribution of the industry is attracting the young talents of the Millennium and nurturing GEN X personnel and baby boomers. The millennium ageing of less than 30 years includes 47.1%, HR between 31 years and 50 years is 35.6%, and personnel above 50 years is 17.2%. The HR of the industry approximately knows many languages, a vital tool for the communication

industry. The industry is accommodating a diversified, educated fraternity. 44.8% of the respondents have general education, 13.1% have professional education, 24.1% have basic education, and 17.2% have other technical and engineering diplomas and other literary degrees. As a result, a broader platform for various educated populations is provided. The respondents of the study were 27.6% from print, 20.7% from digital, and 44.8% were from social media, showing the contemporary development of the different media in Mysore city. The nature of work of the respondents was that 17.2% belong to administrative areas, 23% belong to marketing, 34.5% belong to HR departments, 11.5% belong to finance and 13.8% are from other supportive departments related to technical, distribution and promotion. The experience of the respondents in the media industry is that 18.4% have less than 5 years' experience, 41.4% have 5 to 10 years of experience, and 24.1% have 10 to 15 years of experience. 11.5% have 15 to 20 years of experience and 4.6% have more than 20 years of experience.

S/L	Table 2: Mean, Standard Deviation and Chi-Square Values of the Perception Statements			
	Perception Statements	**Mean**	**Std. Deviation**	**Chi-Square**
1	Media jobs are fascinating	2.8276	1.19307	0.000
2	Seniors are Considered as Moral support	3.0460	1.26590	0.000
3	Learn Modern technology from Juniors	3.3103	1.41676	0.009
4	Exists Healthy Competition	3.7586	1.21966	0.000
5	Constant Technology Upgradation is required	3.1149	1.23350	0.000
6	Ethical values imbibed from Seniors	3.2989	1.33046	0.000
7	Knowledge Horizon widens in mixed workforce	2.9655	1.18565	0.000
8	Increase in Effective Group Dynamics	3.3793	1.29616	0.000
9	Synergy Effect felt	3.0690	1.43700	0.000
10	Social Agents	2.9195	1.22207	0.000
11	Code of Conduct improves	3.1034	1.22981	0.000
12	Effective Corporate culture	3.1149	1.24289	0.000
13	Virtual platforms enables effective interactions	3.1839	1.15667	0.000
14	Group conflicts resolved and reduced	3.2874	1.32865	0.000
15	Seniors are matter of Pride	2.7931	1.20211	0.000
16	Junior companionship is source of Joy	3.0000	1.27589	0.015
Source: Survey Data				

Inferential Statistics
The study adopted correlation to evaluate the perceptions of respondents on the collaborative working conditions on the accomplishment of individual growth, firm's growth, and industry growth based on certain variables. They are job preference in the media industry; seniors' moral support towards juniors; adoption of modern technology by the seniors; healthy competition among the seniors and the juniors; updation of the knowledge base by the work force; ethical values followed by the seniors; widening of the knowledge base for both traditional and modern workforce; improvement in group dynamics; increased synergy effect; building corporate culture and philosophy; resolving group and individual conflicts; pride and joy of working together. The multiple correlation value of 0.658 is significantly positive, depicting the effectiveness of a mixed work force in the media industry. Thus proving all the hypotheses framed for the study.

The average perceptions (3.7586)**of the respondents on the existence of healthy competition** between a mixed workforce of Gen X and Gen Y in accomplishing combined organisational goals" gets proved, thus accepting the H1 alternative hypothesis. The mean average 3.1149 of Technological innovations are encouraging a collaborative work culture proving the H2 alternative hypothesis.

The mean average3.3793 on the increased cohesiveness and group dynamics owing to the amity of traditional and modern workforces would ensure organisation success thus proving H3 alternative hypothesis.

The multiple correlation and the mean3.1149 depicts the inclination over the mixed workforce enhances the efficiency of the HR of the media industry proving the H4 alternative hypothesis.

Suggestions and Conclusion
The media industry is witnessing an upward trend with the innovation of information and technology across the world. Further, the platform of the industry has widened across the globe, increasing the need for its sophistication and advancement. Hence, there is a great need for the development of HR working in the industry with technological advancements and literary knowledge to compete in the market. It is instead a matter of survival and existence for both the firms and HR operating in the industry. Thus, the HR employed in the industry should always keep their toes up to enhance themselves at all times. It applies to baby boomers, GEN X and GEN Y. To achieve synergy, traditional print media players and staff should also upgrade their technical intellect and be competent with the millennium. GEN Y should also be knowledge-sharing and work in collaboration with their seniors to gain knowledge from their experience. The media industry should also develop certain standards relating to the technical qualifications, bench marking the services, HR practices, and media ethics in order to bring about the sustainable development of the industry.

Media houses are the windows of society that depict the reality and current prevailing conditions of society. Effective communication is the main factor that triggers the success of this industry. Communication is an art, and it needs talent and creativity to bring it out in the right form. HR plays a vital role in conveying information to society through the right channels. The work force of the media house in the present day is a mixture of GEnX and Millenium, who are on two sides of the coin. Creating leverage between these two generations is critical for gaining a competitive advantage. Acceptance of new challenges and constant upgradation is expected from the seniors, and humble learning by the juniors from their seniors' experiences fetches enormous knowledge. Building a supportive environment and praising each other's victories would result in strength and triumph. Thus, seniors should be a matter of pride with their behaviour and values, and juniors should be a source of joy with their technological skills and youth.

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S/L	Perception Statement
1	Working in media house is fascinating because of cordial relationship among all employees.
2	The moral support extended by seniors is a morale booster
3	Working with juniors has helped in learning modern technology.
4	There is healthy completion amongst workers belong to all generations in as much as maintenance of quality in services rendered.
5	Keeping pace with the technology upgrade is not a problem.
6	Ethical values are imbibed from the noble characters of the seniors.
7	Horizon of knowledge gets expanded constantly while working with the mixed group.
8	Group dynamics is significantly effective while elders and youngsters work jointly
9	The synergy effect is felt in the presence of youngsters and elderly persons.
10	Contacts with the social agents working in other domain get increased with the presence of mixed group of employees.
11	Code of conduct is effectively followed with no imposition what so ever because of presence of mixed group of employees.
11	Corporate culture is getting enriched with the presence of mixed group of employees.
12	Virtual platforms enables effective interactions
13	Group conflicts are easily resolved with the presence of experienced seniors.
14	Being associated with a senior colleague is a matter of pride
15	Being friendly with the juniors is a source of joy