

Studying Personnel Structure of Regional Print Media: Employee Labor Motivation

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Abstract: In modern social and economic conditions the competition between mass media at the global and regional levels escalates. Print media in general and the regional print media, in particular suffer the most difficulties. Audience interest subsiding, outflow of advertisers, manufacturing cost increase, etc. is common for regional print media. It defines the personnel situation analysis need for editions of regional and regional print media. In work results of the data analysis obtained during the standardized interview containing 76 questions of the closed and half-closed type are presented. In editorial boards of regional mass media respondents distinguish material remuneration (68%), possibility of creative self-realization (69%) and approval of the management (34%) from the leading motives of vigorous creative activity. The main methods of stimulation are cash bonuses (82%), adjustable sales payments (51%), rewarding with diplomas (58%). The structure of professional activity motives for employees of local and regional newspapers is almost identical. Material remuneration acts as the leading motive of creative activity for 77% of respondents. The possibility of creative self-realization is on the second place. Cash bonuses and adjustable salary payments dominate in creative activity of regional mass media editions stimulation methods system. The system of employee stimulation in regional editions and regional print media does not provide increase of labor motivation and demands revision. It is necessary to develop professional competences of employees and to be focused on feedback with target audience improvement system.

Key words: Regional print media, personnel structure, labor motivation, stimulation methods, professional competences

INTRODUCTION

The problems of modern domestic journalism existing now are caused by political and social and economic processes endured by the Russian society. Since adoption in 1991 of the law "About Mass Media" the Russian media sphere lives on the market relations (Federal Law of the Russian 1991). The Mass Media (MM) are economic entities and legal confirmation of foundation institute generated the "owner" concept. Mass media and the product created by them turned into special type of goods that gradually led to reconsideration of social role and change of the mass media functions in modern society, aggravated the issues of domination and control (Doyle, 2013; Einstien, 2003).

In the media market conditions the commercial relations in many respects define extent of information influence and behavior model of its participants. Over two decades the Russian mass media participate in competitive fight both on global and on regional level,

master new ways of conducting media business and approve new strategy of development (Tunstall, 2007; Vartanova, 2013).

Crisis processes in the Russian economy aggravate difficult situation of domestic print media. According to the experts acceptance of a number of legislative intentions of prohibitive character in 2013-2015 deprived the Russian print media of the 60% advertising market, as a result the advertising income of the print media dropped by over 40%. In March, 2014 the state grant for delivery of subscription editions was canceled that according to the federal state unitary enterprise "Russian Post" data led to falling of newspapers and magazines subscription circulations for over 20%.

In spite of the fact that part of editorial collectives successfully fitted into new economic realities (according to the Russian Federal Service for Supervision in the Telecom Sphere, Information Technologies and Mass Communications the gain of print media for 2014 made 974 editions), the majority of regional print media experiences considerable difficulties in the course of

adaptation to new conditions. It leads to delay and halt in development, to the compelled exit from the market because of impossibility to compete with more flexible and vigorously changing competitors (Vartanova, 2013).

The Russian national printing editions compete among themselves and with world media corporations, yet it is extremely difficult for regional press to compete with them both (Federal Agency for Print Media and Mass Communication, 2015).

Current situation is especially difficult for local (regional) editorial board which should literally strive to survive, adapting to inquiries of the target audience both in respect of contents and in the market of advertising, in the free time market, that is in the aspects defining the choice of information product by the consumer.

The essential competition to regional mass media is made by network mass media and also widely extended independent resources on social networks and on blogging platforms which create an alternative flexible information product and enjoy wide popularity.

All this results in regional and municipal print media editorial collectives to change the developed system of work methods. Otherwise they risk losing competitiveness and leaving the information market.

The characterized processes in system of mass media functioning demand revision of forms and methods of journalistic shots preparation, correction of their professional competences model according to modern inquiries. Need of editorial personnel structure studying for regional printing mass media, identification of its potential and prospects of development is connected with this. For the solution of this task social research "The personnel passport of edition regional printing by mass media", initiated by "Institute of regional personnel policy" of the Belgorod region was conducted.

Such research was conducted on the regional level for the first time. Actual problem of research is the contradiction between need of carrying out innovative changes in system of the work organization of regional print media editions and lack of motivational and competence-based readiness at the lead and personnel structure of editorial board for implementation of these changes.

The research program was developed by the candidate of sociological sciences T.V. Trishina, now – the deputy director of "Institute of regional personnel policy". Development of the research program was carried out according to the provisions formulated in works of domestic and foreign sociologists (Il'inyh, 2014; Bryman, 2015; Creswell, 2003; Muijs, 2011).

Research objective is the analysis of personnel situation (human resources and the organization of

personnel work) in editions of regional and regional print media as which co-founder bodies of the regional power and local government bodies of the Belgorod region act. Entered research problems:

- to study organizational and personnel structure of regional print media editorial board
- To define social and demographic characteristics of editions employees;
- To study processes of the organization and working conditions in editions
- To define degree of editorial office employees professional competence
- To study employee labor motivation
- To estimate employee creative activity
- To reveal innovative readiness and research activity of editorial office employees
- To define the sociocultural bases of editorial board employees professional identity
- To reveal the main problems of editorial collective professional activity

Employees of regional print media editorial board was considered as complex research object. Object of research is social and demographic, professional and competence-based, creative, motivational and identification characteristics of editorial boards.

Research hypotheses: A manpower of editorial boards is characterized by low degree of renewability and a tendency to "aging" of collectives: the considerable share is made by employees of pre-retirement and retirement age. Most of editorial board heads are also included into this age category.

Low degree of overall performance of editorial boards is caused by decrease in labor motivation of employees, lack of the clear idea of their official and professional duties, as well as low extent of professional competences, including new computer technologies and programs. The main part of editorial employees never trained to improve professional qualification;

Low level of professional mobility is common to the majority of editorial boards: most of respondents have not changed primary their place of employment for a long time; in editorial collectives there were peculiar sociocultural bases of professional identity determination connected not with professional competences but with an inclusiveness in the social network relations on the working place (for example, existence of friendly relations and inclusiveness in micro-groups in labor collective, long time of employment and so forth).

MATERIALS AND METHODS

As the main method of collecting primary sociological information the method of the structured interview was used. The questionnaire contained 76 questions of the closed and half-closed type aimed to reveal the quantitative and qualitative characteristics of research object.

Structurally the questionnaire included: The introduction (subject, purpose and main topics of the survey, sociological research procedure description); questions, simple and neutral; More difficult questions demanding analysis, reflection, memory activation; questions allowing to estimate the professional competence level; Social and demographic block (questions of gender, age, education, etc., of the respondent)

RESULTS AND DISCUSSION

Motivation of local mass media editorial employees:

According to obtained data, the leading motive of professional activity for the interviewed employees of local mass media is material remuneration: 135 (74%) respondents gave such answer. At the same time an average monthly salary of 65.9% of the interviewed editorial board employees is below an average salary across the Belgorod region; 20.8% receive the average region level salary; only 13% of respondents get the salary that exceeds this level.

Answers of creative employees who carry the main responsibility for production of the qualitative content capable to create and maintain interest of audience to the edition were analyzed separately. Among creative employees 41% (42 respondents) receives a salary from 11000-15000; 26% of creative employees (27 respondents) receive a salary from 16000-20000; 18% of creative employees (19 respondents) receive a salary from 21000-30000 (editors-in-chief); 12% of creative employees (13 people) receive a salary from 5000-10 000.

70 creative employees (68%) chose material remuneration as the leading motive of vigorous creative activity. The possibility of creative self-realization was noted by 71 creative employees (69%). For 58 (56%) creative employees recognition of merits by colleagues was of value. One respondent (<1%) found it difficult to define nature of the work in editorial board noted "pleasure in work" as incentive.

It is remarkable that for more than a third of respondents (34%) the approval of management acts as an important work motivator. The similar motivation of employees corresponds to the existing control system of regional and local mass media activity: experts of

Periodical Publishers Guild (the member of the World Association of Newspapers), as one of key problems of the Russian regional mass media development mark out the "catastrophic dependence on local authorities". Compliance to expectations of the management is a pledge of survival (McNeill and Chapman, 2005). Career ambitions concern only 8 (8%) of creative employees, for them the leading motive of work is the prospect of advance on a career ladder.

Only 3% of creative employees added responses of readers to the offered set of motives as the leading motive of vigorous creative activity. Meanwhile, H.A. Giner, the founder of Innovation International Media Consulting Group urges to refuse old traditions and to organize edition, proceeding from interests of audience; among key errors of editorial policy he names absence of communication with readers and communities as well as aspiration to humor politicians and business (Kazakova, 2008; Alekseeva, 2009).

Existence of creative activity stimulation methods for editorial office employees is confirmed by 181 (99%) respondents, only 2 people (1%) specified that no methods of employee professional activity stimulation are used in editorial boards. The pecuniary reward as obligatory incentive of personal participation in creative competitions was noted by 81 (79%) creative employee and 21 (29%) technical employee.

In system of creative activity stimulation methods practiced in editorial boards employees allocate the following: cash bonuses (150 respondents 82%); adjustable sales payments (94 persons 51%); rewarding with diplomas (69 people 38%); administrative encouragement (32 persons 17.5%); creative business trips (17 people 9%); placement on honor roll (10 people 5.5%); valuable presents (7 people 4%); additional social insurance (4 persons 2%); Foreign training (2 persons 1%); financial support (1 person 0.5%). Among the interviewed 13 people (7%) found it difficult to answer the question what methods of professional activity stimulation are used.

The vast majority of respondents, 167 people (91.3%), specified that work is pleasant for them. The number of respondents who do not like work is 5 people (3%) and the number of those who would like to change it 6 people (3.3%) correspond to each other.

Motivation of regional mass media editorial office employees:

The structure of professional activity motives for employees of local and regional newspapers is almost identical. The leading motive of professional activity for the interviewed employees of regional mass media is also material remuneration: 54 (71%) respondents gave such answer.

Average monthly salary of 60.5% interviewed editorial employees is below the average salary across the Belgorod region in 2012; 25% receive the average region level salary; for 14.5% the salary exceeds this level.

Among creative employees 41% (16 people) receives a salary from 11000-15000; 33% of creative employees (13 people) receive a salary from 16000-20000; 15% of creative employees (6 people) receive a salary from 21000 - 30000; 7% of creative employees (3 people) receive a salary more than 30000 (editors-in-chief); 2.5% of creative employees (1 person) receives a salary from 5000-10000.

Total 30 creative employees (77%) chose material remuneration as the leading motive of vigorous creative activity, a possibility of creative self-realization is on the second place, this motivator was noted by 25 creative employees (64%).

For 19 (48%) creative employees recognition of merits by colleagues, for 10 (25%) creative employees approval of the management were the important leading motives. Career ambitions concern only 6 (15%) of creative employees, for them the leading motive of work is the prospect of advance on a career ladder.

Creative employees added responses of readers to the offered set of motives 1 person (2.5%), an opportunity to help people 1 (2.5%) and attachment to collective 1 (2.5%).

The pecuniary reward as obligatory incentive of personal participation in creative competitions was marked out by 29 (74% of creative employees sub-selection) creative employees and 20 (64.5%) technical employees. Existence of creative activity stimulation methods for editorial office employees is confirmed by 72 (95%) respondents, only 4 people (5%) specified that no methods of employee professional activity stimulation are used in editorial boards.

In system of creative activity stimulation methods practiced in regional mass media editorial boards employees allocate the following: cash bonuses (50 people 66%); adjustable sales payments (40 persons 52%); rewarding with diplomas (26 people 34%); administrative encouragement (20 persons 26%); creative business trips (3 people 4%); placement on honor roll (12 people 16%); valuable presents (4 people 5%); additional social insurance (1 person 1.3%); tack "unspecified" (1 person 1.3%).

Among the interviewed 8 people (10.5%) found it difficult to answer the question what methods of professional activity stimulation are used in edition. The vast majority of respondents, 71 people (91.3%), specified that work is pleasant for them. The number of respondents who found it difficult to answer the question whether work is pleasant for them (5 people 6%) and the number of those who would like to change it (5 people 6%) corresponds to each other.

Thus, the leading motive of vigorous creative activity in regional and local editorial boards is material remuneration. This corresponds to editorial systems of stimulation methods where the leading method is cash bonuses.

Creative employees of local mass media specified possibility of creative self-realization as the leading method and material remuneration appeared on the second place by choice frequency. Creative employees of regional mass media chose material remuneration considerably more often than possibility of creative realization. Systems of creative activity stimulation methods in local and regional mass media do not differ; the leading methods are: cash bonuses, adjustable sales payments, rewarding with diplomas.

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It is obvious that the system of employee stimulation does not correspond to modern realities of mass media activity. For maintenance of their competitiveness investments into the human capital, first of all in development of professional employee competences, as well as focusing on interests of local community and adjustment of feedback with target audience are required.

CONCLUSION

Editorial boards of region, city and regional print media, besides the questionnaire, universal for all respondents had to fill in the supplementary form to the main questionnaire where they reported key performance indicator on editorial board activities. The field investigation phase, the poll of employees of region and regional print media was carried out by the staff of communication, advertising and public relations department of NRU "BELGU" journalism faculty, namely associate professors S.V. Kryukova and I.V. Mikulina.

Characteristic of The structured interview method is the orientated on studying of the consciousness facts

(opinions, assessment, points of view, beliefs, etc.) and value judgment (Yadov, 2000). For obtaining fuller information on the research problem, comparison of objective and subjective indicators of professional activity, the documents and statistical materials connected with activity of mass media's editorial offices were studied.

In combination with objective official reports data on personnel work condition (data on regular structure of editorial boards, reference information on personnel structure of editorial boards and etc.), the method of the standardized interview allowed to reveal effectively a ratio of subjective respondent ideas of the professional functions, competences, status in labor collective and formal indicators of the personnel work organization, as well as to carry out a perspective assessment of the interviewer's intentions to correspond to socially attractive image of the mass media employee.

The sample made 259 respondents (76.4% of the total). For definition of the sample size the fundamental data set method (as total number of employees in editorial collectives of 24 studied editorial boards makes no more than 339 people) was used. Advantage of the fundamental data set method consists in selecting high specific weight in population, at the expense of eliminating possible confusion. This selection is represented in relation to general employee total.

The received data processing was made with use of the IBM SPSS Statistics 19 software product. Further the analysis for which answers of respondents to questions were distributed on topic blocks of research was carried out: organizational and personnel structure of editorial boards; social and demographic characteristic of editorial employees; professional competences of employees; creative specialization and activity; organization and working conditions; motivation of employees; innovative and research activity; moral and psychological climate in editorial collectives; problem field of editorial collectives. For detection of essential differences in research results answers of region and regional editorial boards employees were analyzed separately. Studying labor motivation of employees showed the following results.

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