IMPACT OF PERFORMANCE REVIEW ON EMPLOYEE PERFORMANCE IN MEDIA INDUSTRY

A report by RUPINDER SAINI
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1. INTRODUCTION:

The aim of the study is to assess the impact of performance review on the employee performance in the media industry. Performance management is an important tool that an organization uses to gauge the performance of an employee, which in turn helps to determine the skill gap of the employee in terms of what is expected out of him/her and what he/she delivers. Performance Management is closely linked to other domains of HR such as Learning and Development, Compensation and Benefits, Employee Engagement, etc.

The aim is to do a comparative study of some Indian media companies regarding the impact their Performance management process has on their work environment, job satisfaction and in turn on their employee performance.

For conducting the study, the required data is obtained through both primary and secondary research. The exploratory study was done mainly through literature review and secondary research. The required data for primary research was obtained through structured questionnaire and interviews.
2. PERFORMANCE MANAGEMENT

2.1 Introduction:

Performance management is the process by which organizations set goals, determine standards, assign and evaluate work, and distribute rewards.

Performance is the true litmus test for survival in the marketplace. High-performing employees contribute superior performance, giving the companies they work for a competitive advantage and their extra effort differentiates great organizations from merely good ones. An effective system should encourage collaboration, teamwork, and communication.

It's crucial for businesses to have systems in place to identify, recognize, reward, and retain their top performers to achieve sustainable growth. Most companies understand this and spend enormous sums acquiring a performance management system to help ensure their success. Yet wide variation in employee performance persists despite this investment.

An effective performance management system starts with a thorough goal-setting process, followed by regular feedback and reviews/appraisals. It also identifies employees' developmental needs and includes robust reward and recognition.
practices. The system also should encourage collaboration, teamwork, and communication. PMS can be further explained as follows:

- Performance Management System is the process through which organizations generate value within their intellectual assets. Generating value within these assets involves proper implementation of Performance management and feedback. A healthy performance management system helps improving customer service, enhance employee retention by recognizing value of employees performance and rewarding them for it.
- Performance appraisal can be defined as the process of evaluating the performance of an employee and communicating the result of the evaluation to him for the purpose of rewarding and developing the employee. The performance appraisal system seeks to evaluate:
  - Evaluation of behavioural attributes, attitudes and abilities.
  - The PMS system is not merely an appraisal program or a control program; it's more of a development program which helps the employees in developing themselves according to their career needs as well as the organizational needs. The main point about PMS is that it should be individual driven and continuous.

2.2 Types of Performance Management System

Performance appraisal system allows the management categorize employees into performers and non-performers. It is primarily done to estimate the employees’ worth.

There are different variations of performance appraisal systems:

- **Behavioral checklist:** Behavioral checklist has a list of criteria that an employee should workup to be a diligent worker. The behaviors differ according to the type of job been assessed. This method is considered favorable as the evaluation is done on the basis of individual employee performance without comparisons.
• **360 degree appraisal:** 360 degree appraisal involves feedback of the manager, supervisor, team members and any direct reports. In this method of appraisal, employee’s complete profile has to be collected and assessed. In addition to evaluating the employees work performance and technical skill set, an appraiser collects an in-depth feedback of the employee.

• **Management by objective:** This is an objective type of evaluation which falls under modern approach of performance appraisal. In MBO method of performance appraisal, manager and the employee agree upon specific and obtainable goals with a set deadline. With this method, the appraiser can define success and failure easily.

• **Psychological appraisals:** This appraisal method evaluates the employee’s intellect, emotional stability, analytical skills and other psychological traits. This method makes it easy for the manager in placing the employees in appropriate teams.

3. **MEDIA INDUSTRY OF INDIA**

The Indian Media and Entertainment Industry is one of the most vibrant and exciting industries in the world. It has a huge impact on the lives of Indians and on the economy of India as well. It entertains, informs, creates awareness and has a huge social impact. Newspapers, magazines, movies, TV serials, songs, games are an integral part of the life of every Indian. We cannot imagine our life without media and entertainment.

Major sectors are:

- Films
- Television
- Radio
- Print
- Social media

The Indian media industry is one of the fastest growing industries in the country. As per a FICCI–KPMG report, India’s M&E industry reaches 161 million TV households; 94,067 newspapers; about 2000 multiplexes; and 214 million internet users, of which 130 million access the Internet on their mobile phones.
The television industry in India, which was estimated at Rs. 41,720 crore (US$ 6.94 billion) in 2013, is projected to increase at a compound annual growth rate (CAGR) of 16.2 per cent over 2013–18, to reach Rs 88,500 crore (US$ 14.72 billion) by 2018.

With an estimated market size of US$ 5 billion, India is the 14th biggest advertising market globally, as per the latest edition of the Gunn Report. Digital advertising is also expected to witness a CAGR of 27.7 per cent by 2018.

India’s M&E industry will continue to bank on the digital area in future. With a growing internet user base of over 200 million, the industry’s potential to generate revenue is vast. In 2013, telecom companies started focusing on data as a way to generating revenue. Also, advertising agencies competed with each other to acquire the social media and digital domains. These developments suggest a bright future for the M&E industry in the country.
Indian E&M Industry revenue in billion INR, 2013

Source: PwC analysis

Note: Excluding internet access revenue, the size of the Indian E&M sector is about 869 billion INR in 2013, representing a y-o-y increase of 12%.

Projected revenues of the Indian E&M industry in billion INR, 2013-2018

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<tr>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Television</td>
<td>420</td>
<td>480</td>
<td>508</td>
<td>648</td>
<td>756</td>
<td>848</td>
<td>16%</td>
</tr>
<tr>
<td>Print</td>
<td>223</td>
<td>241</td>
<td>259</td>
<td>278</td>
<td>298</td>
<td>314</td>
<td>7%</td>
</tr>
<tr>
<td>Internet access</td>
<td>102</td>
<td>130</td>
<td>146</td>
<td>162</td>
<td>174</td>
<td>187</td>
<td>7%</td>
</tr>
</tbody>
</table>

Segment revenue contributions

Source: PwC analysis
INTERNET INDUSTRY OF INDIA:

As per the report by Deloitte on TMT (Technology, Media and Telecommunications) predictions for India for 2015, the digital advertising sector in Media is on an upswing and has huge potential. With the rapid penetration of internet across urban and rural India, marketers are focusing more on spending their media budgets on different digital avenues. In 2015, online advertising market in India, is estimated to grow by 30% over last year.

According to a report by BCG on future of Internet in India (INDIA @ DIGITAL. BHARAT – Creating a $200 Billion Internet Economy), the internet penetration in India has grown by 25 times in past 12 years at a compounded rate of over 30% y-o-y. India is already the third largest internet population in the world. It is estimated that there will be over 500 million internet users in India by 2018, which will be second in the world. The major drivers of this exponential growth have been expansion to small town/ rural India, increased affordability due to lower cost data enabled handsets and the ever increasing need and awareness for internet.

This creates huge opportunity for the online media industry to tap the potential in the Indian internet industry and reach out to masses using this means. People are already shifting their reading habits from print media to online media.

It is true that industries have not yet seized the full commercial potential that the internet can deliver to their business. In entertainment industry, only 5% of the audience is impacted by digital media.
The internet population in 2018 will be older, more rural, more gender balanced, more mobile and more vernacular. So, the content of the internet media should be relevant that matches the taste and fulfills the needs of this new type of population demographics. The internet media need to update itself accordingly.

As more and more diverse group of users join internet, they may increasingly want to access it in their native language.
The impact of internet on GDP is shown by the graph and the following table.

<table>
<thead>
<tr>
<th>IMPACT OF INTERNET ON GDP: BREAK UP BY ELEMENTS</th>
<th>2013</th>
<th>2018</th>
<th>2013-18 CAGR</th>
</tr>
</thead>
<tbody>
<tr>
<td>E-commerce</td>
<td>17</td>
<td>75</td>
<td>34%</td>
</tr>
<tr>
<td>E-commerce services + financial services</td>
<td>13</td>
<td>30</td>
<td>19%</td>
</tr>
<tr>
<td>E-commerce products</td>
<td>4</td>
<td>45</td>
<td>59%</td>
</tr>
<tr>
<td>Advertising and classifieds</td>
<td>0.8</td>
<td>2.4</td>
<td>25%</td>
</tr>
<tr>
<td>Online advertising</td>
<td>0.5</td>
<td>1.7</td>
<td>28%</td>
</tr>
<tr>
<td>Classifieds</td>
<td>0.3</td>
<td>0.7</td>
<td>20%</td>
</tr>
<tr>
<td>Online content</td>
<td>0.3</td>
<td>1.3</td>
<td>31%</td>
</tr>
<tr>
<td>Digital music</td>
<td>0.1</td>
<td>0.2</td>
<td>17%</td>
</tr>
<tr>
<td>Paid apps</td>
<td>0.1</td>
<td>0.7</td>
<td>46%</td>
</tr>
<tr>
<td>Mobile gaming</td>
<td>0.1</td>
<td>0.3</td>
<td>19%</td>
</tr>
<tr>
<td>Ebooks</td>
<td>0.0</td>
<td>0.1</td>
<td>37%</td>
</tr>
<tr>
<td>Devices</td>
<td>12</td>
<td>25</td>
<td>16%</td>
</tr>
<tr>
<td>Smartphones</td>
<td>6.6</td>
<td>16.8</td>
<td>20%</td>
</tr>
<tr>
<td>Feature phones</td>
<td>0.4</td>
<td>0.9</td>
<td>28%</td>
</tr>
<tr>
<td>Widescreen (PC, tablet)</td>
<td>5.1</td>
<td>7.3</td>
<td>7%</td>
</tr>
<tr>
<td>Connectivity</td>
<td>5.6</td>
<td>12</td>
<td>16%</td>
</tr>
<tr>
<td>Mobile</td>
<td>2.0</td>
<td>6.4</td>
<td>26%</td>
</tr>
<tr>
<td>Fixed</td>
<td>3.6</td>
<td>5.6</td>
<td>9%</td>
</tr>
<tr>
<td>Private Infrastructure</td>
<td>22</td>
<td>36.7</td>
<td>11%</td>
</tr>
<tr>
<td>Telecom</td>
<td>4.8</td>
<td>8.5</td>
<td>12%</td>
</tr>
<tr>
<td>Other (Corporate devices / Infra.)</td>
<td>17.2</td>
<td>29.2</td>
<td>10%</td>
</tr>
<tr>
<td>Government Spending</td>
<td>1.4</td>
<td>3.4</td>
<td>19%</td>
</tr>
</tbody>
</table>

It clearly shows how important online media is in terms of its share in impact of GDP. All these facts state that it is the time for online media industry to leverage the untapped potential of this industry.
4. SKILLS AND COMPETENCIES REQUIRED FOR MEDIA INDUSTRY

The key purpose of media industry is to improve on media competency and delivery standards, enhance the quality of media and generate valuable media content and enrich life and society.

The competency map for Media and Communication industry comprises of 14 competencies:

A. Advertising
B. Broadcast
C. Direct & Interactive Marketing
D. Digital Media – Animation
E. Digital Media – Games Development
F. Film & Television
G. Library & Information Services
H. Media
I. Music
J. Public Relations
K. Printing
L. Publishing – Book
M. Publishing – Magazine
N. Publishing – Web

Each of the competency units listed in this competency map are further developed into competency standards that provide information on the expected work activities, expected work outcomes and skills and knowledge required of a person to perform the work activities addressed by the competency standards. The competency units are further grouped together into qualifications to provide competency progression pathways for professionals in the Media sector.
5. RESEARCH METHODOLOGY:

The research methodology used is as follows:
Firstly, exploratory research to know about the media sector using FICCI-KPMG report on media industry, glass door reviews about various companies. This was followed by primary research in which interviews of 3 industry experts were taken with rigorous industry experience.
A questionnaire was designed and floated amongst professionals working in media sector to get their insights on performance review and its impact on their performance.
6. INTERVIEWS

PROF. RUCHI JAGGI

About her: She has over 10 years of teaching experience in Communication Research Methodology, Communication Theories, Culture Studies and allied areas. She has over 4 years of experience in academic coordination and delivery of post graduate Mass Communication programs.

She also has a professional experience in freelance content writing and expertise in script creation for e-learning courses, academic writing, feature writing and essay writing.

According to her, the journalism industry is disorganized, in terms of performance management. Most of the times there is no formal performance management system.

There are different types of job families in journalism like broadcast journalists, investigative journalists, photo journalism, experts, freelance writers, etc. Some of these roles are on the desk jobs and others are on the field jobs.

A person needs to be highly tech savvy in order to survive in this world. Awareness about the surroundings and current affairs is a must. Most important thing is how you create the buzz around your story.

The skills and competencies required are multidimensional. A journalist has to be constantly on his toes. Sometimes, he/she is expected to cover a story, shoot it, and write about it as well.

Curiosity is the key to survival in this industry.

Apart from the regular KRAs, there are some aspects that matter a lot while assessing performance in a journalism industry.

- **Credibility** is most important. A blot on your personality remains there for lifetime. Lobbying, hoax stories, paid news are a major threat to media being the fourth pillar to democracy. Journalists are the voice of the society. Therefore, credibility is something that cannot be compromised

- **Ethicality** is another important parameter. Mr. V N Narayanan, the ex-editor of Hindustan Times, had to resign when he was caught in a plagiarism case. The content should be original and clean

- People who do the stories with a different angle and who do political stories are the most respected professionals
• **Active reporting** is the need of the hour. You need to constantly evolve with time and also keep up with the pace of the news.

In this industry, firings happen as frequently as hiring. If you are not updated, you are out. Darwin’s theory of “Survival of the fittest” applies here without question.

**Networking** and **Performance** are two pillars of success in journalism.

Although, the performance management system is not very formal in this industry, if you are good, you will get the visibility. Your work will speak for itself.

There is an uneven approach to performance management. Performance reviews are done sporadically, if at all. The Performance Management System is job specific and is linked to the goals of the organization. The feedback is daily/weekly but the performance review forms are revised annually to coincide with changing business goals.

The major skills that are required are:

- Accuracy
- Sourcing
- Awareness of readers
- Community focus
- Technical competence/ savvy
- Timeliness
- Innovation

**ZEIGLER COLACO**

**About him:** He is an SIBM, Pune alumnus and has over 20 years of work experience in Advertising, Brand Consultancy, and online Marketing & Learning.

According to him, the advertisement industry is no different than any other industry in terms of performance management.

KRAs are set in the beginning of a year and they are updated continuously according to the business needs. The boss reviews the performance on the basis on whether you have met those expectations or not. But he added that “most miscommunication happens in the communication industry.”

Some most common set of KRAs are based on

- Timeliness (delivery on time)
- Relationship with client
- Revenue
- Product launch
• Effectiveness and popularity of an advertisement

Though the performance is team based, but accountability is individual. He said that “Delivery is most important, as it is in any other business.”

For a project manager in media industry, it is very difficult to coordinate between client and the creative team. If a client is a big shot company, there will be clear visibility in terms of the requirements for at least one year. But if the client is small, they will only be concerned about the current project. It is very hard to push the creative team to deliver the project on time with minimum possible cost. The main objective for the project manager is the efficient management of resources and how well he/she is able to maximize the revenue. The only parameter on which his performance is judged is revenue.

So, the performance management in advertising industry is generally done based on revenue generation capability, creativity and customer focus.

SUSHOBHAN PATANKAR

About him: Sushobhan has more than 12 years of industry experience; and in last 12 years he has got hands on experience in TV Journalism. Sushobhan has worked with TV18, ESPN STAR Sports, CNN IBN & IBN7. As a Television Sports Journalist Sushobhan has covered Cricket, football and other Olympic sports and also did television features on number of athletes from various sporting discipline.

Business model and work structure: The business model of TV news channels can be divided broadly into two categories. One is Desk centric model and the other is Reporter centric model.

In a desk centric model, the people on the desk have the ultimate authority over what news to report, how to get the news and from where. They will tell the reporters to go and get the information regarding a particular incident. This is very cost effective business model.

In a Reporter centric model, the authority lies with the Reporting staff. They all decide which stories to cover and then they just ask the desk staff to present the stories. This model is comparatively more expensive than the first ones.

Skills and Competencies required: The major skills and competencies that are required for a person to be successful in this sector are

• Presentability
• Articulating his/her thoughts in the most attractive way
• Confidence
• Command over language (communication skills)
• General awareness

**Performance management system and its impact on employee performance:**
According to him, the performance management in media sector, particularly journalism, is very structured for some job families, while it is not such for others.

During his tenure as a reporter, he had to fill a **performance evaluation form** on monthly basis in which he had to tell that how many stories he has covered in the last one month and of what category (Exclusive, Regular, Impact or Special). Then, he was assessed based on how had he performed during the last month by his immediate boss along with the HR manager. The performance appraisal happened annually and it was linked with this monthly performance evaluation report.

He also had to submit his **weekly work plan** for the upcoming week to his boss and ask for approval.

But nowadays, the performance management system has evolved with time. Companies now use some software in which a reporter has to enter the number of stories he has covered on daily basis. Though, this method is more accurate as it removes bias and discrepancies from the system, but it puts the employees through a lot of work pressure in order to perform.

He added that “Only regular stories can be done daily. Good and impactful stories cannot be done in a day’s time. It sometimes takes months and even years to come up with a good story for which you have to constantly and continuously follow the news.” The fact that you have to update the form daily creates a kind of work pressure that hinders the performance.

He recommended that such system should be made such that it had to be updated on weekly basis, so that a person can give quality time to work on his story to make it presentable and more attractive.

He added that the jobs, in which the work cannot be quantified, are very difficult to evaluate. Jobs like desk roles, editor, graphic designer, guest coordinator, camera man, etc. are dependent on teamwork. Their name never appears on the work that they have done. So there are some grey areas in the performance management system of this type of jobs.
7. GLASSDOOR REVIEWS

3 companies in the media sector have been studied on Glassdoor. The reviews posted by people who have worked in this organization have helped to understand the work culture and nature of management in these organizations.

STAR:

23 Dec 2014

“learning and good people to work with.”

Current Employee - Senior Executive - Ad Sales in Mumbai

I have been working at Star India Pvt full-time (more than 5 years)

Pros  good senior management and various projects handled with.

Cons  management should provide adequate facilities & training to the staff there by enhancing their skills resulting into productivity of the company.

Advice to Management  by elevation of existing staff instead of new recruits will be a booster to the morale of staff and company can enjoy staff loyalty.

Recommends

Helpful

27 Jul 2014

“Great Company to work with if you have the right connections.”

Former Employee - Assistant Manager in Gurgaon, Haryana

I worked at Star India Pvt full-time (more than 3 years)

Pros  Good opportunity to work and create value. Also, good working environment. Good initiatives in the company for employees.

Cons  Many Rules and Regulations Salaries are stagnant for employees who are not well connected in the organization.

Advice to Management  Keep up the good work.

Recommends  Positive Outlook

Helpful
29 May 2014

“MNC-pretender with petty politics, unprofessional people and bad work environment”

Former Employee - Assistant Manager in Mumbai

I worked at Star India Pvt full-time (more than a year)

Pros
1. Well-dressed people, more females than males in the company
2. Swanky office and stress-beating employee engagement activities

Cons
1. Bottom-level petty politics, and high often unjustified egos, which HR supports according to hierarchy
2. No stability, teams getting restructured every 2-3 weeks
3. No encouragement for new ideas, little learning
4. Basically a poor-practices led Indian company pretending to be a multinational
5. Bad work environment - even for a TV network
6. Bad work-life balance - taking leaves is frowned upon

Advice to Management
1. Need to hire good middle management with proven leadership skills
2. More stability and time between drastic organization changes and resource allocation

Doesn’t Recommend

25 Jan 2014

“A good learning opportunity and brand name “

Current Employee - Senior Executive - Research in Mumbai

I have been working at Star India Pvt full-time (more than a year)

Pros
There are lots of learning opportunities as there is exposure to different departments.
Teams work fairly in conjunction with each other
Informal work atmosphere - no need to dress formally!
Open to internal mobility - opportunities to move to different channels/ departments after completing 2 years in a particular role

Cons
Office politics and insecure bosses who will try their best to keep you in the shadows
Haphazard working patterns - everything happens in fits and starts
Inflexible and technologically backward - no one has heard of Net Meetings
Taking leaves is considered a sin and employees are constantly told that they will be redundant if they take long leaves
Bosses have double standards regarding employee leave policies

Advice to Management
Get more tech savvy and introduce employee centric policies like work from home

Recommends
Positive Outlook
19 Jan 2014

“Constructive, Friendly ”

🌟🌟🌟🌟🌟

Former Intern - Anonymous Intern in Mumbai

I worked at Star India Pvt as an intern (less than a year)

**Pros**
Friendly Co-Workers, Knowledgeable staff, Great bonus incentives

**Cons**
Too lenient in terms of work deadlines, and work ethics... often working 12-15 hours on deadline days

**Advice to Management**
Create a schedule and adhere to it so that deadline days are not helter-skelter. Hire fresher with good pay packages so that there’s some fresh blood in the corporate area of the company, who will also have an incentive to work there.

- Recommends
- Positive Outlook

Helpful

9 Mar 2013

“Media company - fits the stereotype to the T ”

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Current Employee - Manager in Mumbai

I have been working at Star India Pvt full-time (more than a year)

**Pros**
Media company, all work is very exciting
Good values, very employee friendly

**Cons**
There is a fair bit of isolation
Projects are very haphazardly managed, things are always done last minute
Can use better, hard working employees

- Recommends
- Positive Outlook

Helpful
TIMES GROUP:

24 Jan 2015

“no work life balance ”

Current Employee - Account Manager in Hydorabad

I have been working at Times Group

Pros  good brand to work with

Cons  no work life balance, no fixed timing...12 hours format is so bad to take.

Advice to Management

Doesn't Recommend

Helpful

19 Jul 2014

“Good Place to work and learn ”

Current Employee - Ad Sales Manager in Noida

I have been working at Times Group full-time (more than a year)

Pros  Planned incentive rollout, great brand to work with, chilled out work environment

Cons  Not great pay masters.

Recommends  Neutral Outlook

Helpful

15 Dec 2013

“Overall Fine ”

Former Employee - Software Engineer - Telecom in Noida

I worked at Times Group full-time (more than 3 years)

Pros  They are never gonna throw you out

Cons  no learning, good for old people who want to settle down

Advice to Management  pay attention to junior employees who are seating out day and night to get the job done

Doesn't Recommend  Negative Outlook

Helpful
“Assistant Manager”

I have been working at Times Group

Pros
Good Pay, Timing, Holidays and lots of events to celebrate. No work policy. Work from home is good if you travel your home at distant places.

Cons
Has very long vision ignoring current market requirement. Transparency with HR is bit of a trouble. A lot of reorganizations/leadership changes every year.

Advice to Management
Get HR to interact more and make employees know all the policies.

Helpful
Neutral Outlook

“Complete Lala company. Sarkari attitude and functioning”

I have been working at Times Group full-time (more than a year)

Pros
Freedom to implement thoughts, good learning and exposure to latest technologies. Maintain work life balance. Usually amicable work environment and supporting colleagues.

Cons
Worst HR policies, appraisal, promotions, even selection happens on the jack you have. The more senior reference you have better are your chances of growth. No salary parity, HR does nothing & is clueless. In some cases appraisals have not been given for 2 years just because Sr management failed to bring business. Some people were hired and then asked to leave in 4 months because business strategy changed. Sr management has no clue where they wish to go, usually first they spend humongous amount of salaries to Sr managers then within an year start asking junior employees to justify salary and eventually say that BU does not have budget for appraisals etc.

Advice to Management
Improve your HR policies, bring parity in employee salary and designation. Learn that better brand name of college not necessary means better performance. Invest in middle management rather in Sr management as they are the actual doers of company. Have long term goals rather than short term

Helpful
Doesn’t Recommend
Negative Outlook
5 Feb 2013

“Red Tapism ”

Current Employee - Assistant Manager in Mumbai

I have been working at Times Group full-time (less than a year)

Pros
Open Culture, Low pressure and plenty of time to look out for new initiatives in the company. You can get to know various things other than your normal work

Cons
Red-tapism or Babuism at its best. You need to be at a top position or know who is at that level to extract the required information. Also too many levels of hierarchy

Advice to Management
Just bring more transparency

- Doesn’t Recommend  Positive Outlook

5 Jul 2012

“It was ok, not transparent in their communication and work ”

Former Contractor - Senior Recruitment Executive

I worked at Times Group as a contractor (less than a year)

Pros
Learnt a lot as I used to handle a team and interacted with many clients and handled them on my own

Cons
Not properly compensated for my work

Advice to Management
Please offer the candidate what he/she has been promised to be given

- Doesn’t Recommend  Negative Outlook

Helpful
CNBC:

6 May 2013

“One of the finest television media organisation in the country today ”

Former Employee - Principal Correspondent in Mumbai

I worked at CNBC full-time (less than a year)

Pros
The journalistic ethics remain supreme. The channel, during a breaking
news events, bypasses advertisements, scheduled programming to bring
to the people live coverage of any event that may occur unsceduled.

Cons
Television is a beast not many could tackle. For youngsters, the work load
could be tiring and at times frustrating. Also, there is always a pursuit to be
on the screen, which makes it a rat race. Some journalists may find it very
exhausting to run tapes or try to shove microphones to get the first byte,
unlike in print journalist where this is not the norm.

Advice to Management
The company has to ensure that they don’t fall in the rat race of breaking
news first without cross checking the facts. The channel has also moved
away from doing stories to having reporters stand up and do a link on the
camera - the usual norm in the industry now. However, stories should be
covered with proper visuals.

Positive Outlook  No opinion of CEO

4 Aug 2014

“Overall a good place to work for in news ”

Current Employee - Segment Producer in Englewood Cliffs, NJ (US)

I have been working at CNBC full-time (more than 3 years)

Pros
Schedule (no weekends or late nights), Comcast benefits.

Cons
Politics and HR. HR is supposed to retain talent, but instead, they try to
keep you for the lowest salary possible.

Advice to Management
recognize talent behind camera and reward them with promotions and the
right salary, when deserved. I've seen good employees stay in the same
position for four years and often talk about their desire to leave.

Recommends  Neutral Outlook  No opinion of CEO
6 Feb 2014

“If you on-air talent you're royally treated, otherwise they can care less about you”

🌟🌟🌟🌟🌟 👤 Current Employee - Producer in Englewood Cliffs, NJ (US)

I have been working at CNBC full-time (more than 10 years)

**Pros**
Dynamic atmosphere, surrounded by brainiacs, and meet interesting people

**Cons**
Work long hours, nobody cares about you as a person, bosses encourage people to work sick (and get others sick)

**Advice to Management**
Learn to care about people you work with and hire supervisors with training.

- Doesn’t Recommend
- Negative Outlook
- No opinion of CEO

Helpful

19 Nov 2013

“CNBC Review”

🌟🌟🌟🌟🌟 👤 Current Employee - Producer in Singapore (Singapore)

I have been working at CNBC full-time (more than 5 years)

**Pros**
Good work life balance and friendly team

**Cons**
Lack opportunities to grow career. Glass ceiling.

- Doesn’t Recommend
- Neutral Outlook
- No opinion of CEO

Helpful
Jan 7, 2015

“Good place to work. Open culture with work from home options. ”

Former Employee - Lead Software Engineer in Bangalore (India)

I worked at Network 18

Pros

Good place. Good Team. Open culture.

Cons

Moved out of Bangalore. Could not stand e-commerce competition.

Advice to Management

Need to plan ahead.

- Recommends
- Neutral Outlook
- Approves of CEO

[Helpful]

5 Sep 2014

“Good Company I learn lot of skill from this company ”

Current Employee - Operation Executive in Noida

I have been working at Network 18 full-time (more than a year)

Pros

It has good environment and It has good reputation in the market!

Cons

Multitask given by our manager that is challenge for me

Advice to Management

They have good compensation like extra bonus and incentives on performance base

- Recommends
- Positive Outlook
- Approves of CEO

[Helpful]
26 Jun 2013

“wonderful journey but painful ending ”

I worked at Network 18 full-time (more than 3 years)
Pros: Very good place to start your carrier, more opportunities to learn
Cons: slow growth, no appreciation and recognition for your hard work and contribution
Advice to Management: keep an eagle eye to maintain the standard and think for employer satisfaction

2 Jul 2014

“Interesting but a bit volatile ”

I worked at Network 18 full-time (more than 5 years)
Pros: A lot of opportunities to grow. fairly open minded management. It’s being present in a whole range of media businesses - from television and print, to events and web - is a big plus, if you are in the right team, it's great for career growth.
Cons: Experience varies a lot, depending on the phase of growth. Everything is rosy during the growth phase but things can suddenly sour when management decides it's growing too fast, and they have to cut costs. Experience also depends on the team you are in. You get a lot of freedom if you are in a 'high growth' business, but you will find it too restrictive otherwise. Not sure how things will change under Reliance management.
Advice to Management: Don't swing between exuberance and depression. Be consistent.
INTERPRETATION:

There are mixed responses (both positive as well as negative) from the employees. The main reason for the discontent in most of the cases comes out to be unfriendly HR policies. People feel that they are not recognized for hard work. There seems to be a clear disconnect between the organizational goals and individual accountabilities of the employees.

One of the reasons may be improper Performance Management system, which leads to discontent amongst employees. Employees are not motivated enough to work.
8. QUESTIONNAIRE:

To get more clarity on the Impact of Performance Review on Employee Performance, a survey was done amongst the media professionals. The questionnaire is as follows:

Q1 Gender
- Male (1)
- Female (2)

Q2 Age
- 20-25 (1)
- 26-30 (2)
- 31-35 (3)
- 35-40 (4)
- more than 40 (5)

Q3 Does your organization perform formal performance evaluation system?
- Yes (1)
- No (2)

Q4 Please indicate which of the following methods of performance appraisal forms a part of your system
- Written Essay Method (1)
- Graphic Rating Scale (2)
- Ranking Method (3)
- 360 degree appraisal (4)
- Self-appraisal (5)
- Critical incident assessment (6)
Q5 What are the major elements of your business strategy at present? (Please give rank in order of your importance, 1 being most important)

Increase Profitability
Increase Productivity
Improve customer satisfaction
Employee Retention
Expand/Develop markets
Reduce costs
Improve quality
Increasing market share

Q6 What are your personal objectives as a part of your organization? (Please give rank in order of your importance, 1 being most important)

Stability/security
Autonomy/ Independence
Life style
Expertise/ competence (functional or technical)
General Management
Entrepreneurial creativity
Service/ dedication to a cause
Pure challenge

Q7 Do you think your individual objectives are in sync with your organizational objectives?
Q8 Please indicate the extent to which you agree or disagree to the following statements

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly agree (1)</th>
<th>Agree (2)</th>
<th>Neither Agree nor Disagree (3)</th>
<th>Disagree (4)</th>
<th>Strongly Disagree (5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>I have the authority to determine my work objectives</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>I have received a lot of feedback on my performance</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>The most important thing about my job is the pay</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Hard work is not necessarily recognized or rewarded</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>I fully understand my organization's business goals and objectives</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>I have autonomy over the way I perform my work</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>My organization</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Item</td>
<td>Score</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
<td>-------</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Communicates well</td>
<td>☐</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Performance management helps me to develop my skill and potential</td>
<td>☐</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Performance management helps to motivate me</td>
<td>☐</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Performance management helps me to understand the pay hike that I am offered</td>
<td>☐</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I am satisfied with the performance management system in my organization</td>
<td>☐</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Performance management is consistent, fair and unbiased</td>
<td>☐</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
The responses that were recorded were as follows:

<table>
<thead>
<tr>
<th>#</th>
<th>Age</th>
<th>Bar</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>20-25</td>
<td></td>
<td>27.27%</td>
</tr>
<tr>
<td>2</td>
<td>26-30</td>
<td></td>
<td>45.45%</td>
</tr>
<tr>
<td>3</td>
<td>31-35</td>
<td></td>
<td>18.18%</td>
</tr>
<tr>
<td>4</td>
<td>35-40</td>
<td></td>
<td>9.09%</td>
</tr>
<tr>
<td>5</td>
<td>more than 40</td>
<td></td>
<td>0.00%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>#</th>
<th>Answer</th>
<th>Bar</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Male</td>
<td></td>
<td>72.73%</td>
</tr>
<tr>
<td>2</td>
<td>Female</td>
<td></td>
<td>27.27%</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td></td>
<td>100.00%</td>
</tr>
</tbody>
</table>
Does your organization has a formal performance management system?

<table>
<thead>
<tr>
<th>#</th>
<th>Answer</th>
<th>Bar</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Yes</td>
<td>[ ]</td>
<td>100.00%</td>
</tr>
<tr>
<td>2</td>
<td>No</td>
<td></td>
<td>0.00%</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td></td>
<td>100.00%</td>
</tr>
</tbody>
</table>

In media industry, most of the people feel that their Career Anchor is Pure Challenge followed by Service/Dedication to a cause. They want their work to be challenging and to be directed towards a cause. So, if their organization is able to provide it to them, they will be more satisfied employees.
The business objective of most of the media organizations nowadays is to increase the market share, to improve the quality of their work and to reduce costs.

If the organization understands the importance of the talent in their organization to steer the organization towards high performance, and the need to nurture them, they will develop a performance management system that will help them grow within the organization and help the organization in achieving business objectives.

Though, most of the respondents told that their individual objectives are in sync with the organizational goals, more than half of them are not convinced about the same. With an effective PMS, this proportion can increase to a large extent.
Most of the respondents feel that pay is important for them and they also feel that hard work is not recognized within the organization.

**Interpretation:**

The survey brings about the fact that though a formal performance management system exists in most of the organizations, it does not motivate employees to improve their skills. It shows a clear lack of job satisfaction, because most of the employees feel that hard work is not recognized in their organization.

This calls for a change in the way Performance Evaluation is done in the media sector as a whole.
9. OBSERVATIONS AND RECOMMENDATIONS:

As the media industry, in particular the online media industry is much disorganized, there is no uniform performance management system that can be applied to the all the job families. The employees are not satisfied with the performance management system and thus they openly express their discontent on social media platforms like Glass door and Facebook. This indicates that the performance management system needs to evolve according to the needs of the changing workforce, so that the organization is able to provide a congenial work environment to the employee.

Broadly, there are 4 factors that are responsible for the job satisfaction of the employees resulting from the Performance Management System

**Independent variable:** Performance Management System

**Dependent variable:** Job satisfaction

**Intervening variables:** Four factors identified

1. Job and Work environment
2. Target, Motivation and Feedback
3. Performance and Rewards
4. Process and Employee growth
Guiding Principles for the Implementation of Effective Performance Management System:

- The HR department should communicate the performance goals more clearly to the employees.
- The HR department should address to the motivational and situational needs of the effective performance management system within the organization.
- Design the Performance management system to enhance more transparency in the system.
- Performance management system should be viewed as a developmental tool, rather than an annual ritual. The employees should be provided appropriate and enough time for their discussion and counseling related to performance. Counseling sessions should be held for the performance gaps.
- Evolve the individual and team rewards as the retention tool and enhance the performance of the employees.
10. CONCLUSION:

Media industry is one of the fastest growing industries in India. It has huge growth opportunities for the talent. Therefore, developing an effective performance management system is very important to nurture the talent this industry.

An effective performance management is one which is transparent, free from bias and efficient so that it motivates employees to work hard towards organizational goals.

The insights which came out from the interviews with industry experts brought about the fact that since this industry requires a lot of on the field work, the performance management is very subjective.

But it is usually done by conventional methods like observation and performance review forms. But nowadays, with upcoming technology, it is becoming more and more software based which removes discrepancies and bias from the system.

This is a good step but it increases the work pressure on employees.

Now is the time to develop a uniform performance management system for this industry that can be applied to all the jobs and which removes subjectivity.
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