

# Practices and Problems in Personnel Management in the Radio Broadcasting Industry in the Western Visayas\*

by

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This study investigated the practices and problems in personnel management in the twenty radio stations in the Western Visayas. The data were gathered through the use of questionnaires which were sent to owners and/or station managers and interviews with business, program, and technical personnel in the radio stations. The questionnaire asked for the practices and problems regarding (a) recruitment, (b) training, (c) promotion, (d) labor turnover, (e) employee benefits, (f) conduct of safety programs, and (g) monetary administration.

An interview schedule was used to facilitate the interviewing process. For the purpose of checking on the responses to some items in the questionnaire, the interview schedule

asked for (a) bases used for promotion of personnel, (b) employee benefits, and (c) conduct of safety programs.

The comparison of responses made by station managers and by the interviewees showed that on the whole there was substantial consistency of the data obtained from the station managers and those reported by the interviewees. The facts gave the researcher adequate basis for considering the questionnaire data as sufficiently valid bases for generalization.

## FINDINGS

### Concerning Practices in Personnel Management in the Radio Stations

The recruitment of business, program, and technical personnel was mostly the responsibility of

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top management. Sixteen radio stations practiced internal recruitment when filling a vacant position. On-the-job training and attendance at seminars were the more popular practices of giving advanced training, in that order. Fourteen radio stations used merit rating as the most important basis for promotion of personnel. The posting of safety rules and instructions on bulletin boards was the most common method used in the conduct of safety programs. Fifteen radio stations granted bonuses, vacation and/or sick leaves with pay to their employees. Thirteen radio stations granted per diems for travel related to company business.

### **Concerning Problems in Personnel Management in the Radio Stations**

More than one half of the radio stations felt the shortage of skilled and technically trained personnel.

Program personnel jobs were the least adequately met. Six radio stations did not have program directors; five did not have newscasters and/or newswriters.

More than one half of the radio stations were beset with rivalry among personnel in matters of promotion.

The radio broadcasting industry in the Western Visayas was

beset with labor turnover. Thirty-one applicants were accepted for full-time employment; thirty-six full-time employees either left or were separated from their jobs by the managements of radio stations.

The mean monthly salaries of office staff, newscasters and/or newswriters, second and third class radio-telephone operators were lower than the minimum wage set by law.

### **Concerning Profiles of Small and Large Radio Stations**

The profiles of small and large radio stations revealed that their practices in recruitment and in filling vacancies were similar. Both groups also used similar bases in granting employee benefits. Small and large radio stations had different practices as to the length of probational employment, additional methods of training, and in labor turnover.

### **Measures Recommended for the Improvement of Current Practices**

Two measures were recommended for the improvement of current practices.

1. Radio stations should give more attention to the development of a training program that would help discover and develop the

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## Radio Broadcasting . . .

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potential abilities of employees who may be assigned to programming. This recommendation is based on the finding that of the three categories of jobs in the radio stations, programming jobs were the least adequately met.

2. Radio stations should formulate effective methods or measures as basis for evaluating the individual's potential fitness for the job, during the period of probation, so that unsuccessful trainees may not lose the opportunity to seek employment elsewhere. This recommendation is based on the finding that radio stations ask for

at least three months of probational employment.

### RECOMMENDATIONS

1. A further study on the quality of the merit rating system being used by radio stations.

2. A detailed study on the extent of use of intelligence tests, achievement or ability tests, aptitude tests and other screening devices in the recruitment, selection and training of job applicants for the career of radio broadcasting.

3. A study on the extent of the use of job specification and job description in the radio broadcasting industry in the Western Visayas.