CHANGING ORGANIZATIONAL CLIMATE IN BROADCAST MEDIA INDUSTRY IN ODISHA

Pratap Aditya Mishra
Research Scholar, Department of PM &IR, Utkal University, Bhubnaeshwar.

Abstract
Media Morphosis has taken place in broadcasting throughout the world. It is in sync with seismic revolutions in last three decades (Electronics, Computer and IT, Communications and Television Broadcasting) Due to convergence, the boundaries between broadcasting, telecommunications and information technologies are becoming blurred. In recent years India's media scenario has also witnessed rapid and fundamental changes, driven by technological developments, economic reforms and liberalization and, the demands of increasingly discerning audiences because of higher media literacy. Odisha is not an exception to the global linkage, connectivity and integration the mushroom growth of broadcast media industry in Odisha gives rise to changes in organizational climate. In last few years it has undergone constant change. The growth of toxic culture and attempt to counter that is seen with great interest.

Keywords: Organizational Climate, Organizational Culture, Broadcast Media, Convergence, Media Morphosis and Climate Orientation

As it is process based, the climate and the culture of the organizations undergo constant change with growth of cross-cultural contacts; advent of new categories of consciousness and identities such as *Globalism* - which embodies cultural diffusion, the desire to consume and enjoy foreign products and ideas, adopt new technology and practices, and participate in a "world culture".

Competition seems to be an inherent aspect of business and everyday human existence. Liberalization of the Indian business environment through modification in the industrial, trade and fiscal policies by the government has brought in change and competition of a magnitude that was previously unknown to Indian organizations. In the new liberalized scenario, where multinationals and other global players are competing in the domestic market with the monopoly players, the management of organizations is expected to be more productive and efficient for survival. In an environment where every path is slippery and every action is dynamic a cascade of changing business structures, and changing leaderships force various departments of the organizations to alter their perspectives on their role and function overnight. As companies moved from an exclusively bottom line obsession to a focus on customer, mission and the organization's role, they were forced to make changes in their organization to given emphasis primarily to productivity. In an increasingly competitive and turbulent business environment the effective resourcing, management and retention of human capital remain crucial factors of organizational survival, adaptation and competitive advantage (Michaels, Hardfield-Jones & Axelrod, 2001; Robinson, 2006). Managing retention and keeping labour turnover to target (particularly with regard to core employees or knowledge workers) has become a key strategic issue for organizations (Dö ckel, Basson & Coetzee, 2006).

ORGANIZATIONAL CLIMATE
Hawthorne has pioneered the research on human relations movement and the attention has shifted from "hard" physical environment to "soft" psychological environment. Although the concept has been dealt in piecemeal before, but actually the organization research process had started in organized manner during 1930s onwards. It was Kurt Lewin who has founded Group Dynamics in 1939 initiated the process. While discussing on different leadership styles like ,democracy, autocracy and laissez-faire in for creation of different group atmosphere he proposed the concept of organizational climate. Although the concept came into place but organizational climate could not get a proper definition. After that it was Forehand in the year 1964 came up with three features of organizational climate:
   a) It changes among different organizations;
   b) It is persistent and
   c) It affects the behavior of organization members.

An important development took place with Aguirre's classification of the organizational environment in the year 1968. He classified the organizational environment into four dimensions, namely ecology, background, social system and culture and variables are selected from these dimensions for study of the organizational climate. Tang & Chen, (2001) expanded the dimensions as follow;
   a) ecology refers to organizational material resources, including equipment, materials, instruments, construction and finance;
   b) background environment covers all the background characteristics of an organization's members, including socio-economic status, education level, self-concept of members and

Research Paper
Impact Factor: 3.072
Peer Reviewed, Listed & Indexed

IJBARR
E- ISSN -2347-856X
ISSN -2348-0653

c) social system represents the interaction between formal and informal roles in organizations, including administrative organization, guidance programs, interaction between leaders and members, decision-making and participation models; culture relates to contained norms, belief systems, values, cognitive structures and so on.

When climate research first hit the management scene, it seemed as if it would be the answer to many questions in the workplace by providing a   needed alternative to motivation theories as explanations for just about everything that happens to people at work (Schneider & Reichers, 1983, p. 20). Unfortunately, theoretical and methodological issues arose and climate research declined as researchers turned their attention to other areas. However, with the recent interest in multilevel theorizing and modeling, researchers have demonstrated an increased interest in the impact of organizational context on individuals in the workplace. This has resulted in a rebirth of interest in organizational work climates. Early climate researchers took a more molar approach to studying organizational work climates by examining the global summary perceptions of how an organization deals with its members and environment (Hellriegel & Slocum, 1974). However, the majority of the recent work has focused on facet-specific climates. Facet-specific climates are climates for something‘ and are related to a particular aspect of the organizational context such as justice climate (Naumann & Bennett, 2000), ethical climate (Victor & Cullen, 1988), and safety climate (Schneider, White, & Paul, 1998). This new focus on facet-specific climates has increased our understanding of the influence of work climates and organizations in general.

Different perspectives arose on how to define climate, whether climate was a property of the individual or the organization. Different researchers debated whether organizational climate should be conditions that were shared or as perceptions that were shared by individuals (Tagiuri & Litwin, 1968) A dominant approach emerged in the literature and the majority of climate researchers examine climate as perceptual in nature versus being an actual characteristic of the organization (James, 1982; James & Jones, 1974; James, Joyce, Slocum, 1988; Schneider,1975; Schneider, 2000). One of the most commonly cited definitions of climate is that work climate is a set of shared perceptions regarding the policies, practices, and procedures that an organization rewards, supports, and expects (Schneider & Reichers, 1983). This is the definition of climate that serves as the foundation for this review.

But the real growth regarding organizational climate came up when Litwin et al (2001, PP. 63-170) proposed the empirical study of it. As per him the organizational climate is "a group of measurable characteristics that members could perceive directly or indirectly in the work environment." It means as a description of individuals' perception of organization, organizational climate was considered more similar to the real behavior than the real environment. When there is interaction between the organization and the environment then it is the organizational climate that gets enriched. Different authors and experts have started selecting different atmosphere dimensions in their research studies.

In short, organizational climate describes the members' perception of their work environment. Looking at existing studies, two basic modes are apparent: one is the macro mode, namely investigation aimed at the organizational climate individuals perceive in the entire work environment; the other is the micro mode, namely investigation aimed at a certain dimension or a certain environment of the organization. For example, from the ecological dimension, organizational climate was investigated in companies with different levels of performance (Kangis, Gordon & Williams, 2000); from the social system dimension, the effects of managers on organizational climate were observed(Butcher & Houston, 1994); organizational climate was assayed from a human resources management aspect (Ren, Huang & Zheng, 2001). In recent years, more and more researchers consider that the micro mode not only measures organizational climate accurately, but also is of more practical value to the organization (Ren, Huang & Zheng, 2001; Tang & Chen, 2001). Thus, the concept of "organizational culture" that has been intensively and extensively developed in recent years is actually a micro-level of the concept of organizational climate and is the extension of its further investigation.

One study found that human resources management situations were one of the issues that members of organizations were most concerned about (Ren, Huang& Zheng, 2001). Whether these issues are recruitment, selection, training, salary or performance appraisal and benefits, they are all closely associated with the vital interests of employees. For this reason, human resources management style and its operation mode are crucial to the way employees perceive organizational climate, and thus are significant factors affecting organizational climate. Moreover, the members' opinions about organizational human resources management style affect their personal performance (Jackson & Schuler, 1995).

The moot question arises when it is investigated to find out the difference between psychological climate and organizational climate. Is climate an individual-level construct (psychological climate) or an organizational-level construct (organizational climate; cf. Glick, 1985; James & Jones, 1974; Payne & Pugh, 1976; Schneider, 2000)? Psychological climate is defined as an individual employee‘s perceptions of the psychological impact of the work environment on his/her own well-being (James

Research Paper
Impact Factor: 3.072
Peer Reviewed, Listed & Indexed

IJBARR
E- ISSN -2347-856X
ISSN -2348-0653

& James, 1989). When employees in a particular unit or organization agree on their perceptions of their work environment, these shared perceptions can then be aggregated and are called organizational climate.

There has been constant debate about the distinctiveness of the climate and culture constructs.

Organizational Climate	Organizational Culture
Has its roots in social psychology discipline	Originates from within the anthropology domain
Focus is on individuals perceptions and cognitions	Focus on analyzing the underlying structure of symbols, myths and rituals
Is relatively an enduring characteristic of the organization	Is highly enduring characteristic of the organization
Is more visible and operates at the level of attitudes and values	Is relatively invisible and is preconscious in individuals
Evolves more quickly and changes rapidly	Evolves slowly and not easy to change
Unique characteristics of individuals are evident	Collective characteristics are exhibited
Quantitative methodology is used	Qualitative methodology is used

Source: Denison (1996), Gerber (2003) and Moran and Volkwein (1992)

While there are differences between climate and culture, it is important to note that both constructs address a common phenomenon: the creation and influence of social contexts in organizations. Therefore, although climate and culture may be viewed as *distinct* constructs, there is some overlap in these streams of research. On many occasions these two terms are being used interchangeably. Culture leads to different types of climate.

In any organization that we study we will find employees in different departments or of different technical/ professional abilities perceive the organizational climate differently. Similarly, employees at different positions see the organization with different perspectives. Such individual and group characteristics of the employees help the organization enhance its relevance and ameliorate its organizational climate.

The academia,, managerial practitioners and industry experts have reached the meeting point that organizational climate continues to be in a dynamic mode. It will have direct as well as indirect impact on the effectiveness or performance of the employees, other stakeholders and the organization as a whole. Employee engagement reflects the psychological state of the employees working in an organization. Organizational climate can have an influence on employee engagement and the relationship between them needs to be clarified in order to provide managerial practitioners with more meaningful guidance to their practices.

BROADCAST MEDIA SCENARIO IN ODISHA
No field of endeavour in the world today is more exciting or has a brighter future than broadcast media and communications. The Indian Broadcast media industry and communication industry took-off in last two decades, powered by new delivery platforms and technological breakthroughs, increasing content variety and favourable regulatory initiatives. This has expectedly started the landscape of communication industry and broadcast media industry, with more players entering and traditional players being forced to adapt or perish. Of all the aspects of communications the most challenging and ever pervading one is Cable Television services and for broadcast media is the mushrooming of TV Channels, both news and entertainment While Cable TV industry has started on a fragmented platform but it slowly and surely is being consolidated and now known as broadband and convergent industry. The broadcast media industry is also undergoing a lot of changes with competition over content, space, footprint and audience appreciations are common features. One can feel the pulse of the changes that have potential to alter the industry structure. India is at the cusp of a revolution in digital and HD adoption, with content companies and broadcasters evaluating new media and content delivery alternatives as well as planning significant capital expenditures to upgrade their infrastructure over the next 3 to 5 years.

When we look at the Indian Media and Entertainment (M&E) industry we find it grew from INR 652 billion in 2010 to INR 728 billion in 2011, registering an overall growth of 12 percent and again it grew from INR 728 billion in 2011 to INR 821 billion in 2012, registering an overall growth of 12.6 percent. The sector is projected to grow at a healthy CAGR of 15.2 percent to reach INR 1661 billion by 2017. (FICCI- KPMG REPORT 2013).

Now coming back to the broadcast industry in Odisha we have to see the growth of Doordarshan from 1982 onwards and other private players from 2002 onwards. Needless to say that the organizational climate and structure which are the major

Research Paper
Impact Factor: 3.072
Peer Reviewed, Listed & Indexed

IJBARR
E- ISSN -2347-856X
ISSN -2348-0653

elements of this industry have turned into a dynamic mode: where paths are becoming more slippery and unsteady, competitions tuning more stiff, changes more sweeping and comprehensive, possibilities more challenging and requirements more demanding. Let us now look at the climatic changes Doordarshan has been experiencing all these years vis-à-vis all other channels in Odisha. Simultaneously we will also observe the employee engagement in the broadcast media industry as a whole.

Three stages of Broadcast Media Industry Climate in Odisha
- Pre 2000
- Between 2000 and 2010
- From 2010 to 2015

We will see different kinds of climate orientation in three different time frames in Odisha.

Six types of Climate Orientation
- People oriented
- Rules & regulations oriented
- Innovation oriented
- Goal oriented
- Copycat oriented and
- Driftwood oriented

Pre 2000 till today:
Doordarshan
In broadcasting area it was Doordarshan only, as it was the only broadcaster in Odia for the people of Odisha. Although there were other national English and Hindi channel and other regional channel covering Odisha but there was not a single Odia channel other than Doordarshan, precisely, DD-6. As Doordarshan was having monopoly its personality (culture) became arrogant and the environment inflexible.. The main reason was it was Government organization and there was strong job security. The performance of the employees was not reviewed as strongly as other private organizations. There was a growth of an attitude of infallibility amongst the staff of Doordarshan who never felt questioned for their action or inaction. The climate was very much **Goal Oriented and Rules Oriented**. At that point in time there was one Cable casting channel called OTV which was giving challenges to Doordarshan in quality, speed and variety. OTV being a cable caster was confined its coverage to a few urban areas including Bhubaneshwar and Cuttack with very strong viewer base. People in Doordarshan never felt threatened by OTV's presence and had continued the same culture and there was hardly any shift in the climate. Their salary, promotion and other perquisites are never affected due to performance.

With the advent of 21st Century, Doordarshan fulfilled the long standing demand of people of Odisha. The DD-6(RLSS) channel became the Round the Clock channel from1st April, 2001. With this, the art , culture and the rich heritage of Odisha got a major boost in publicity in National & International arena. In July,2002, DDK,Bhubaneshwar fulfilled another long standing demand of people by introducing one Morning News Bulletin and added two News Headlines in its transmission at 3 PM & 5 PM. Simulcast Digital Up-linking started from the Kendra from 22nd April'2004. But the climate very much has remained **Goal Oriented and Rules and Regulation Oriented.** Except for adhering to the changes dictated by Prasar Bharti it had hardly made any innovation in its approach**.**

As the employees in Doordarshan feel that their footprint as well as their viewers are maximum they need not have to fear from the mushrooming of the privates channels, either news or entertainment.

Between 2000 and 2010

Goal Oriented	Innovation Oriented
• Doordarshan • ETV • Odisha Television Ltd (Transformed from cable casting to Broadcasting)	• ETV (National touch in a regional channel and brought variety) • Odisha Television Ltd (Bouquet of channels)
Rules & Regulations Oriented	**People Oriented**
• Doordarshan • ETV	• Odisha Television Ltd

Copycat Oriented	Driftwood Oriented
• Kanak TV • Naxatra News	• Kamyab TV

Between 2010 and 2015

Goal Oriented	Innovation Oriented
• Doordarshan • Odisha Television Ltd	• ETV (Reorganized and reconstituted)) • Sarthak TV
Rules & Regulation Oriented	**People Oriented**
• Doordarshan • Odisha Television Ltd • ETV • Zee Kalinga	• Sarthak TV
Copycat Oriented	**Driftwood Oriented**
• Focus Odisha • Naxatra News • Kanak TV • Zee Kalinga	• Kamyab TV (Renamed as Odisha Times) • MBC TV • STV Samacharr (closed)

ETV
Although OTV was the first private news channel in Odisha but it remained a cable caster and in the early 2002 ETV as a full-fledged broadcast channel came into being. It was a combination and News, Current Affairs and General Entertainment in its genre basket. I was an instant hit as it could reach all over the state through the cable operators and started giving a real threat to both Doordarshan and OTV in city areas. As it was an extension of ETV group of channels catering to the needs of different regions of India, it has national touch catering to regional aspirations. Besides it did bring varieties in its programmes. The climate was a combination of **Goal Oriented, Rules and Regulations and Innovation Oriented.** The employees were constantly trained and were given exposure with other regional channels so that they became more flexible in their thought process and the employee engagement was very high and employee turnover were very less. The organization became very much system driven and the basic needs of the employees like salary and perks were taken care with proper time and amount. But it had to face strong competition from OTV (Odisha Television Limited) as the latter's sister concern Ortel Communications Limited, a major MSO (Multi System Operator) refused to carry ETV Odia and that had brought down the viewers and the advertisement revenue. The channel ran into big trouble. Many of its star performers had left the channels and joined new channels which had either come up or were in the pipelines. The infotainment channel, which has once created a strong bonding with the people of Odisha got decimated to the ground. After 2012 it had undergone massive transformation after shifting from Eenadu Group. New set of manpower have been taken and the channel having tie up with Colors channels has started Colors Oriya channel in 2015, an entertainment channel and a new ETV news channel is in the pipeline. The employees are passionate, technologically sound and possess high esteem about their position and link with a national channel. It augurs well for this channel.

OTV
OTV which remained the media division of Ortel Communications Limited, a broadband Convergence Communications Company spun out to become a separate company in 2005, known as Odisha Television Limited. Although it has already made a name for itself as a leading news channel but after becoming a broadcast media its footprint spread to all over Odisha and other parts of India. Its growth has been evolutionary in nature. The learning curve of the organization and its employees was steady. The media persons of OTV were known for their bravery and for taking the aspiration level of the viewers to a different level. The content and script were earlier urban centric but later it started catering to the needs of all sectors of the society. The employees were given wide exposures and the senior and middle level executives were sent to different Management Institutes like IIM, Ahmedabad, MDI, Gurgaon. Performers were chosen and sent abroad for Management Orientation programmes. The best of innovation is creating a umbrella of 4 (four) channels, i.e. OTV for News and Current Affairs, Tarang for General Entertainment, Tarang Music for Musical programmes and Prarthana for religion based programmes. Ortel Communications Limited as the MSO (Multi System Operator) for cable TV plays a vital role in deciding about running a channel on its network or not. ETV as a competitor was the first casualty. As ETV was off air from all the major cities and towns of Odisha its viewership got a big jolt. Many had viewed this action as an act of arrogance. It gave Odisha Television Limited sufficient time to prepare itself well with varieties of contents and event based programmes so that

they came with more than compensating the losses for the viewers. And all the channels of Odisha Television Limited got higher place in TAM (Television Audience Measurement) with top billing.. That is why its climate is a combination of **Goal Oriented, Innovation Oriented and People Oriented but with the passage of time it assumed a Rules and Regulation oriented climate too.**

Kamyab TV
People have started realizing that the news channel can act as a shield to their existing business and Kamyab TV came into being as a business extension of mining business. Mining activities were in boon in early part of this decade and lots of money has been pumped into making of this channel. Its genre was a combination of news, current affairs and general entertainment.. It started as a "me too" of ETV but drifted endlessly. But main issue was that it did not set it objectives from the beginning. The manpower requirement was also another big problem as it has recruited many novice with giving them proper training. Some key positions were handled by people rejected by other organizations. Although it made a tie up with Ortel Communications Limited for its visibility all over Odisha but its internal dissension, conflicting approach of the management and their financial irregularities deprived it of the opportunities of being a good alternative channel. It was perceived to have a **Driftwood oriented climate.**

Naxatra News
Launched in early 2009 and came up with higher technology with advanced process integration. It had created initial flutter due to this aspect. But as it is well known that unless one has the right kind of manpower and right system in place, technology itself cannot move on an auto-piloted mode. There was big leadership issue. Proper directions were not coming and wrong people were recruited for right positions. Major focus was on creating better look and feel through graphical presentation than making creative and innovative content management. On the top of it neither investment was made for it better growth and sustainability nor the salary and perks of the employees were given on a regular basis. It was purely a top down syndrome and frequent change and exit of employees forced the organization to become a copy cat of the leading Odia channel. It had started with a bang but very quickly people could hear its whimper. The management started a news paper and media training institute as a line extension of its media activities but none of its activities did make any major impact It lost the opportunity of becoming a good and a neat media organization. People consider its climate **Copycat Oriented** ; more importantly a poor copy cat.

Kanak TV
Kanak TV was launched almost at the same time of Naxatra News in 2009. The planning of setting up the a news channel has been conceived a couple of years back. It is a proper line extension of the leading news paper " Sambad". Technology wise it was a standard one and the recruitments have been done very carefully at the initial stage. The chairman of the organization is known figure in the media and political world, who had actually brought revolutionary changes when he started Odia daily " Sambad" in Odisha way back in 1982. Having the media background the expectations and aspirations were quite high. But it did not do that as the newspaper, Sambad. There are multiple interventions from the climate created in the Sambad Group. The political overtone is clearly visible in this channel. But sadly, there is hardly any innovation made in the organizational structure, employee relationships and content management. People have started calling its climate a **Copycat Oriented one**.

From 2010 to 2015
This period between 2010 and 2015 has seen an addition of five more Broadcast channels in Odisha. This first one to come in September 2010 is Sarthak TV, a GEC (General Entertainment Channel). Next year , i.e. in February 2011 STV Samachar, a News and Current Affairs channel was launched followed by MBC TV. Then,. Focus TV, a News and Current Affairs channel and Zee Kalinga and GEC-cum- News Channel came into being in February 2014. The latest additions are Kalinga TV and Prameya News 7, a News and Current Affairs channel in 2015.

Sarthak TV
The very name Sarthak has been a household name in Odisha for over three decades. Before launching of the channel, it has created strong brand equity in entertaining zone by developing exclusive contents for Music and Movies. So, when it started its General Entertainment Channel in Odia, it has added many popular serials and soap operas to its kitty. The channel became an instant hit with Odia viewers and have challenged Tarang channel of Odisha Television Limited in every aspect. On many occasions it was found from the TAM report that Sarthak TV has bigger vierweship than Tarang and ETV. It has become a trusted brand in a very short period of time. The main reason for its success is its ability to find the demand of the viewers and regularly innovating the programme mix of different exclusive shows like serials, movies, reality shows and music. Its serials correlate well with the rich tradition and culture of Odisha. It caters to the needs of both rural as well as the urban viewers and is always on research and experiment mode to keep itself abreast with the viewers' choice and also to keep

the channel ahead of its competitors. That is why this channel carries a strong **innovative as well as Populist Oriented climate**.

STV Samachar
This News and Current Affairs had a meteoric rise and fall within two years of its inception. Touted as a technologically most advanced channel, it had created impact from the beginning. This employees of this organization (Seashore Group) were getting much more pay package as compared to all the other channels in Odisha. Many best talents were drawn from different field to take the channel to the top. It had got the elements to become the best channel in Odisha but it could not encash on its strength. It had all the elements to become the top news channel of the state and on number of occasions it had put the premier news channel OTV behinds in terms of contents, telecast quality event coverage. But it had suffered big setback when the group ran into trouble due to financial mismanagement and got entangled with money laundering issues. The employees started underperforming and even the senior members did not perform their duties. There were strong infighting and climate got vitiated by a strong presence of toxic culture in the company. By June 2013 the Chairman of the Group was arrested and the channel headed for closure. Thus, it started with a bang but ended with a whimper. The climate can be best described as **Driftwood Oriented.** Although it had all the elements of an Innovative Oriented climate and on number occasions it had demonstrated these dimensions but unfortunately it had to make an early exit from the arena of competition and it is closed now.

MBC TV
In mid of 2011 MBC TV came into being as an infotainment channel. It is an Odia-language 24-hour cable and satellite news channel mentored by Durga Prasad Mishra, a subsidiary of Micro Broadcasting Corporation Group. The channel was launched on 9 May 2011. It has its headquarters in Bhubaneswar. From the day one this channel has lost its focus as it is neither treated as a hardcore News and Current Affairs channel nor a General Entertainment Channel. As its positioning is wrong and its promoter has been arrested for alleged money laundering matters the channel has been dragging itself and the general climate is of despondency, suspicion and discouragement. As more and more contents are entertainment based and procurement based it is not taking seriously by the viewers. Its climate can best be described as **Driftwood Oriented.**

Zee Kalinga
Zee TV have started an Odia channel in the beginning of 2014 with infotainment as its focus. It wanted to compete with OTV in news and Tarang of Odisha Television Ltd and Sarthak TV in entertainment. But this positioning could not gain currency amongst the viewers. As the channel came up on a franchise model, it could not inculcate the culture of Zee TV group so the climate is affected constant by multiple interventions. They have failed miserably in their positioning and the management was forced to change this channel into a complete new channel within six months of its launching. It is also perceived a "Me Too" one. That is why it can be seen as an organization having **Copycat Oriented** climate..

Focus Odisha
Focus Television Group a fast growing media company that broadcasts five television channels in the country to a wide audience across India added another feather to its cap through launching of its 24X7 regional news channel Focus Odisha. Produced by an editorial team known for quality, innovation and integrity, the channel include Focus News (Hindi), Focus Haryana, Focus Odisha, Focus Bangla, Focus NE and popular entertainment channel in North East Focus HI FI.

Focus Odisha is spearheaded by most experienced and market leaders in the state. It targets Odia audience with news that is credible, true and fast in an unbiased nature. It provides it viewers a complete picture of news that is relevant, presented in a vivid and insightful manner which enables them to stay ahead and informative. Focus Odisha focuses on issues that are relevant for the mass, effects people, distinctive story line, inclusive, in depth reports and will showcase voice of the common man.

Focus group is currently promoted by a trust called Ethical Media Trust with Matang Singh of Positiv TV owning majority of the network with other shareholders also pumping money in the trust. Although the channel has started with a bang with lots of promises due to tussle amongst its editorial team and lack of innovative approach it has lagged behind other News and Current Affairs Channel. Its climate is presently can be described as **Copycat Oriented** although it has lots of potential to go beyond this perception.

Growth of Toxic Cultures that affect the Climates of Broadcast Media of Odisha
The growth of many broadcast media players in Odisha enhanced aspirations and created competitions and besides the positive outcome there are some very serious negative outcomes which have affected and afflicted the broadcast media

Research Paper
Impact Factor: 3.072
Peer Reviewed, Listed & Indexed

IJBARR
E- ISSN -2347-856X
ISSN -2348-0653

scenario in the state. There has been cut throat competition and attempts are made to downgrade other channels. The management employees relationship suffer from trust deficit and many channels have not come out of it. The reason for such negative outcome is growth and spread of toxic culture polluting the environment of organizations. While the characteristics of organization climate varied from one broadcast media organization to another, there are also common elements of culture-climate construct across them. Within every supportive culture there is always a chance for a toxic culture to exist, which are propagated by Saboteurs, destructive spies, Pessimistic story tellers, Rough Pirates, Rumour Mongers, Deadwoods, Devils, Corruption Practitioners and Black Sheeps kinds of employees.

According to Deal and Peterson (2009) the toxic culture's mission is to, "perpetuate a downbeat, pessimistic status quo" (p. 122). In a toxic or noxious network the following roles are apparent. Let us look at those kinds of employees who have created and continue to be part of this.

Key Successful Factors of Leading Channels like Odisha Television Ltd. and Sarthak TV in creating a positive and healthy climate
While most of the Broadcast Media falling prey to the toxic culture, some channels like Odisha Television Limited and Sarthak TV have been fighting these toxic cultures on continuous basis through some actions.
Transforming the Toxic Culture by
- Shielding and Supporting Positive Cultural Elements and celebrating the Positives
- Recruiting Positive Staff Replacements and giving them proper Task Orientation
- Training for existing as well as new recruits (both in house and external)
- Cultivating a family climate in the organization and acknowledging the key events of the employees
- Promoting mutual trust by communicating from a win-win position and giving sufficient time for listening empathically and acknowledging their point of view
- Helping employees to feel safe in the organization to get the best out him/her
- Acknowledging, praising and recognizing good performance with rewards; the supervisors are coached to praise good performance on a regular basis and make this a habit
- Keeping the employees informed by having clarity in communication and quashing any rumour before it manifests
- Discouraging Turf Protection like finger-pointing and buck passing by creating a team climate of interdependence
- Building competences of the managers and supervisors so that the juniors do not see them as incompetent
- Empowering employees by giving them space and delegation and not encouraging micromanaging
- Maintaining same standard of discipline and being fair to everyone
- Committing to Quality in all aspects
- Having HR policies to take care of the Health and Well Being and
- Balancing Work and Personal Life of the employees

CONCLUSION
The creation of a healthy, motivating organizational climate should be the aim of management. The organizational climate of broadcast media is not very old in a dynamic mode as it is seen more and more organization came up during the period between 2000-2015. Many organizations try to catch the eyeballs of the viewers without coming up with any innovative approach. The taste of viewers is changing very fast. Under the circumstances one has to understand the size of Advertisement Cake is not growing much although the claimants are more in number. Without advertisement support it is not going to be sustainable. Those organizations who have strong base can withstand the loss for a longer period of time. So, uncertainty begets mistrusts and despondency and checks the innovative approach of the employees. The morale of the employees are likely to be affected.

Although three channels (two news channels and one General Entertainment Channel) have been launched in the year 2015 namely Kalinga TV and Prameya News 7 and Color Oriya they have not been included in the study because climate can better be studied and understood if the organization is little older. Both the channels have very strong background and Dr. Achyuta Samanta and Dr. Manojranjan Nayak of KIIT University and SOA University fame are behind these channels respectively. Color Oriya belongs to one of the most popular national GEC channel and its presence will augur well for the viewers as well as for the employees. It is expected that these three channels are likely to create new climate in the broadcast industry in Odisha in coming years.

With the growth of social media and future development of IPTV and Mobile TV the organizational behavior, structure, climate and culture are up for morphosis and more dynamic climate is likely to be seen.

REFERENCES

1. E. H. Schein, "Culture: The Missing Concept in Organization Studies, "Administrative Science Quarterly, vol. 41, no. 2, 40th Anniversary Issue, pp. 229-240, 1996.
2. B. Barney, "Organizational Culture: Can It Be a Source of Sustained Competitive Advantage?" The Academy of Management Review, vol. 11, no. 3, pp. 656-665, July, 1986.
3. [D.Besanko, D. Dranove, and M.Shanley, The Economics of Strategy, John Wiley, 1996.
4. D.R. Denison, "Bringing Corporate Culture to the Bottom Line, "Organizational Dynamics, vol. 13, no. 2, pp. 4-22 , 1984.
5. D. R. Denison and A.K. Mishra, "Toward a Theory of Organizational Culture and Effectiveness," Organization Science, vol. 6, no. 2, pp. 204-223, 1995.
6. M. A. Pirson and P. R. Lawrence, "Humanism in Business –Towards a Paradigm Shift?" Journal of Business Ethics,vol. 93, pp. 553-565, 2010.
7. C.F. Fey and D. R. Denison, "Organizational Culture and Effectiveness: Can American Theory Be Applied in Russia?"Organization Science, vol. 14, no. 6, pp. 686-706, 2003.
8. R.Anderson and D. Reeb, "Founding family ownership and firm performance: Evidence from the S&P 500," Journal of Finance, vol. 58, pp. 1301-1329, 2003.
9. Michaels, e., Hardfield-Jones, H. & Axelrod, B. (2001). The war for talent, Harvard Business School Press.
10. Robinson, I. (2006). Human Resource Management in Organisations. London: Chartered Institute of Personnel and Development.
11. Forehand, G. A. and Von Gilmer, (1964). Environmental Variations in Studies of Organizational Behavior. Psychological Bulletin, 62, 361-382.
12. Kotter, J. P. & Heskett, J. L. (1992). Corporate culture and performance. New York: Free Press.
13. FICCI- KPMG REPORT 2012, 2013, 2014 1nd 2015
14. Butcher, & Houston, A. (1994). Supervisors matter more than you think: Components of a mission-centered organizational climate. Hospital & Health Services Administration Chicago, 39(4):505-521.
15. Forehand, G.A., & Glimer, B.H. (1964). Environmental variation in studies of organizational behavior. Psychological Bulletin, 62:127-143.
16. Jackson, S.E., & Schuler, R.S. (1995). Understanding human resource management in the context of organizations and their environments. Annual Review of Psychology, 46:237-264.
17. Kangis, P., Gordon, D., & Williams, S. (2000).Organizational climate and corporate performance: An empirical investigation. Management Decision, 38(8):531.
18. Lewin, K., Lippit, r., & White, R.K. (1939). Patterns of aggressive behavior in experimentally created "social climates". Journal of Social Psychology, 10:271-299.
19. Ren, J.G., Huang, G.L., & Zheng, B.X. (2001). Organization culture and climate. In B.X. Zheng (Eds), Staff member's culture, Taiwan: Yuan-Liou Publishing, 63-170.
20. Tang, J., & Chen, W.Q. (2001). From "organizational climate" to "organizational culture"-the logic of concept development. Journal of Development in Psychology, 9(1):62-65.
21. Altman, R. (2000). Forecasting your organizational climate. Journal of Property Management, 65,6246.
22. Clark, L.A. & Watson, D. (1995). Constructing validity: Basic issues in objective scale development. Psychological Assessment, 7,309-319.
23. Ekvall, G. (1991). The organizational culture of idea-management: A creative climate for the management of ideas. In J. Henry & D. Walker (Eds.), Managing innovation. London: SAGE.
24. Field, RH.G. & Abelson, J.G. (1982). Climate: A re-conceptualization and proposed model. Human Relations, 35,181-201.
25. Furnham, F. (1997).The psychology of behaviour at work: The individual in the organization. Sussex, UK: Psychology Press.
26. Landy, F.J. & Trumbo, D.A.(1980). Psychology of work behaviour. Homewood, IL. Dorsey Press.
27. Litwin, G.H. & Stringer, R.A. (1968). Motivation and organizational climate. Boston, MA: Harvard Business Press.
28. Moran, E.T. & Volkwein, J.F. (1992). The cultural approach to the formation of organisational climate. Human Relations, 45,3445.
29. Mullins, L. (1989). Management and organizational behaviour. London: Pitman.
30. Reichers, A.E. & Schneider, B. (1999). Organizational climate and culture. San Francisco, CA: Jossey-Bass.
31. Organizational climate: Explorations of a concept. Boston, MA: Harvard University. Tiemey, P. (1999). Work relations as a precursor to a psychological climate for change. The role of work group supervisors and peers. Journal of Change Management, 12, 12-24.