

# Guidelines for Human Resource Development of Small Radio Stations: A Case Study of Chantaburi, Thailand

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## Abstract

This research has aimed: 1) to study the roles, duties and responsibilities of the employees of small radio stations; 2) to study the problems and development strategy for human resources and 3) to study the direction of the small radio station human resource development. The data for this study came from the target groups which were made up of 40 persons associated with small radio stations in the province of Chantaburi. They included the owners of the radio stations, DJs and technicians. The research methods included brainstorming, focus groups and SWOT analysis to determine the direction of human resource development. The results of the research showed that there were five areas under which they performed their duties and responsibilities: presenting news, providing knowledge and education, providing opinions, providing entertainment and providing advertising and public relations promotion. Problems and problem-solving strategies for human resource development the findings showed: 1) Build cooperation with educational institutions and local government agencies in human resource development 2) Develop local persons so they can enter the target group 3) Use the local community as the study area to collect data that can be used for program material 4) Build motivation for the persons to develop themselves. Direction for human resource development the findings showed: 1) There should be an agency or organization to assist in human resource development to reach professional standards. 2) There should be a network to provide advice or assist in developing quality programs for the community. 3) There should be an agency or organization to promote, sponsor and provide knowledge to improve the skills sets of the employees. 4) There should be a direction that would motivate employees to be good and produce quality standard programs that would be accepted by the community. 5) There should be knowledge exchange through the network for small radio station DJs. 6) Build a local network for human resource development. 7) Produce a small radio station professional standard manual for operations. 8) Provide knowledge on laws and ethics for employees in collaboration with other local professional radio organizations to share advice and warnings.

**Keywords:** Small Radio Station, Small Radio Station Owner, Community Radio, Human Resource Development

## Introduction

From the Frequency Allocation Act and Radio Broadcasting and Television Business Act of 2000 and the Broadcasting and Television Act of 1998, the National Broadcasting and Telecommunication Commission (NBTC) established criteria for the approval to conduct radio broadcasting activities under three types of licenses: 1) public service activities, 2) community service activities and 3) business service activities. The criteria for radio and television activities, the NBTC conducted a public meeting on 18 June 2012. It then issued an announcement in the Royal Gazette on 20 July 2012 that at the start of 2014, there would be a total of 5,646 new radio stations that would receive approval to broadcast of which 1,077

would provide public service, 554 community radio service and the remaining 4,015 business service (Munsap, 2015).

This then had a major effect on radio broadcasting, especially for small radio stations which has as their objectives their establishment to conduct local business on a small radio station scale. They then need to use local inhabitants that have the knowledge and skill to produce programs, including Program moderators, DJs, reporters and technicians. The problem that was encountered, though, was that the persons working in the small radio station field did not have all the necessary knowledge. They had to work at developing their knowledge and skills themselves to effectively produce programs. Furthermore, they did not understand or were able to perform all their duties for a comprehensive media practitioner so that their local audience did not receive all the information they should nor benefits as the programs were not of sufficient quality. They were not creative, and those producing and presenting the programs did not have sufficient knowledge and knowhow to produce a quality program, including the organization, language or presentation skills nor the advertising. Small business radio operators need to be aware and alert of their operation planning in both the contents of the programs and the market strategies. There are more competitors so the radio broadcasters need to create their programs to scramble the listeners' popularity. (Suksasat, 2013). The radio producers need to learn how to manage and plan the radio programs by studying the target listeners behavior for getting to know the consumer insight. (Changshuto, 2009)

Therefore, development of the human resources of the small radio station is a subject that should be studied, particularly to learn the problems and direction for developing human resources working at small radio stations. After determining the results, they can be presented to the relevant agencies to help or conduct such development training so these persons can then produce programs that can benefit local communities in their development.

## **Research Objectives**

- 1) To study the roles, duties and responsibilities of the employees of a small radio station
- 2) To study the problems and development strategy for human resources
- 3) To study the direction of the small radio station human resource development.

## **Research Methodology**

The present research is a qualitative study. The sample includes 40 members of the personnel of a small radio station in Chantaburi province, which included those who applied for a license from the NBTC, or 21 small radio station owners, along with 14 DJs and 5 radio broadcast specialists. The method to establish the study sample was to invite all owners of the 21 small radio stations in Chantaburi, and for the experts, five lecturers in radio studies of the Faculty of Communication Arts, Rambhai Barni Rajabhat University. 1) Brainstorming was employed to provide an opportunity to three groups of representatives of small radio stations, including the 21 station owners and 14 DJs and five academic experts to brainstorm on the roles, duties and responsibilities of small radio stations. 2) Using SWOT to analyze the problems and strategies employed to develop human resources of small radio stations to then have the small radio station human resources and expert academics to brainstorm about the strengths and weaknesses, opportunities and threats in the development of small radio station human resources. The research was then conducted in four stages: Interpretation of data, data comparison, data creation and data analysis. 3) Focus groups to provide a forum for personnel of small radio stations and expert academics to brainstorm for new directions for human resource development for small radio stations.

## Research Results and Discussion

### Roles, duties and responsibilities of owners of small radio stations

From the brainstorming of small radio station owners, program producers and academic experts in radio broadcasting studies felt that the roles, duties and responsibilities of the owners of small radio stations fit into the five categories established by Denis McQuail (2010:

98) 1) The roles, duties and responsibilities are to provide news and information through the community radio, "*Roles of news presentation or report are functions of the medias. The small business radio stations got more advantage because they are closed to the communities. The problems found were lack of screening the news, knowledge of laws.*" which the personnel must be capable of. One problem is that the staff has to filter the news before it is presented. In some instances, they then present incorrect news. Furthermore, they lack knowledge about the laws related to presenting incorrect news, which can lead to suits. 2) The roles, duties and responsibilities are also to provide knowledge and education. "*To inform the listeners about agricultural, education, health, environment, tourism and career is very popular. They fellow the program regularly. The indicator is form their telephone calls to ask questions and exchange the ideas.*" This is one role the personnel can perform well as they are a member of the local community and therefore know what the local audience wants to learn about, which will be information about their work, lifestyles, health, environment, earning profits, agriculture, tourism, etc. 3) The roles, duties and responsibilities include providing opinions on issues and analysis, social critiques and commentaries, "*They are not good enough to present the ideas or analysis, or criticize the society because they lack of knowledge of those fields and lack of credibility.*" but under this category, the small radio station personnel do not have sufficient knowledge to critique and analyze and thus be trusted. Therefore, they need further training to be able to analyze, critique and provide opinions on issues that can be trusted. 4) The roles, duties and responsibilities include providing entertainment, "*Most of the radio programs are songs, there is a bit for news in some stations and no news in some stations as well.*" The personnel of the small radio station will therefore do more than what is required by playing music much more than presenting news and information. 5) The roles, duties and responsibilities include providing advertising and public relations promotion." *It is a duty of small radio stations to distribute the information and news of the government unit to without charges. The stations get the income form advertisings from private sectors.*" This is an area the personnel give great importance to as advertising is at the heart of the station's existence. The public relations promotion is a service to the community that will attract locals' attention and is an important responsibility of the small radio station.

### Problems and Strategies to Alleviate the Problems in Human Resource Development of Small Radio Stations

The research finding come from brainstorming and a SWOT analysis of the problems in human resource development of small radio stations. The participants included the owners of the small radio stations, radio station staff-DJs-and radio broadcasting academic experts. The SWOT analysis included Internal (Strengths and Weaknesses) and External Environments (Opportunities and Threats). In addition, an evaluation of the strengths and opportunities (SO), or an advancing strategy, an evaluation of the weaknesses and opportunities (WO), or internal development strategy, an evaluation of the strengths and threats (ST), an external strategy and an evaluation of the weaknesses and threats (WT), an internal adjustment strategy. After this the selected strategies were studied to see how they fit with objectives under the three criteria, if they right or not and can be instituted or not. The results are as follows:

**Advancing Strategy:** For the problems and strategies to solve the problems of human resource development of small radio stations, this strategy was analyzed using the Strengths-Opportunities (SO) strategy to see how well it fit with the objectives. The results found: 1) It is necessary to build cooperation between educational institutions and relevant agencies concerned with local radio to promote human resource development. These persons have to be self motivated and have a love for this kind of work. 2) Human resource development should be for local residents. There must be training programs provided by local institutions of higher learning and relevant agencies. 3) The local community should be a source for data and information that can be used to produce programs. Locals should be used as well who have knowledge about the community and will attract a local audience at any hour and any location.

**Internal Strategy:** For the problems and strategies to solve these problems in human resource development for small radio stations, this strategy was analyzed using the Weaknesses-Opportunities (WO) strategy to see how well it fit with the objectives. The results found: 1) A network should be established with educational institutions, the media and community radio stations to assist in human resources development to develop skills, language use and new and better programming. 2) There should be promotion to motivate personnel to develop themselves by listening to others' ideas which they can adopt to improve themselves and thus better quality programming. 3) The community should have a source for material that can be used to develop and produce better programming.

**Self Adjustment to Fit with External Changes Strategy:** For the problems and strategies to solve these problems in human resource development for small radio stations, this strategy was analyzed using the Strengths-Threats (ST) strategy to see how well it fit with the objectives. The results found: 1) The personnel are persons from the locality who love to work in radio and can be developed to create quality programming using new technology that would attract listeners. This could lead to higher program popularity and, thus, increased advertising. 2) The personnel are persons from the locality who love to work in radio and can relate well with the local audience and can, thus, compete with their competitors.

**Internal Changes Strategy:** For the problems and strategies to solve these problems in human resource development for small radio stations, this strategy was analyzed using the Weaknesses-Threats (WT) strategy to see how well it fit with the objectives. The results found: 1) To develop personnel to have good language skills so that their audience will listen, the programs need to be adjusted to make them more competitive and popular so they will attract more advertising more easily. 2) There needs to be encouragement for self- development so personnel can reach their potential so they can compete with other radio stations.

### **Directions for the Development of Human Resources of Small Radio Stations**

At this stage of the research, focus group study was conducted with the 40 participants, which included small radio station owners, station personnel, DJs and expert academics in the field of radio. The focus was to find directions for the development of human resources of small radio stations. The results are summarized below.

**1) Directions for the Development of Human Resources of Small Radio Stations Presented by Management of Small Radio Stations:** There should be a relevant agency that should come and help develop personnel to meet professional standards for small radio station personnel and there should be a network to provide advice or help with the development of personnel of small radio stations so they can produce quality programs that are interesting and will attract the local audience.

**2) Directions for the Development of Human Resources of Small Radio Stations Presented by DJs:** There should be a relevant agency to promote, sponsor and provide

knowledge, help improve the personnel's skills for producing quality programs and There should be a direction for motivating personnel of small radio stations so they are a good example to others as they produce quality standard programs that will attract the community audience. Thus, there should be competitions and awards for presentation to outstanding small radio station personnel.

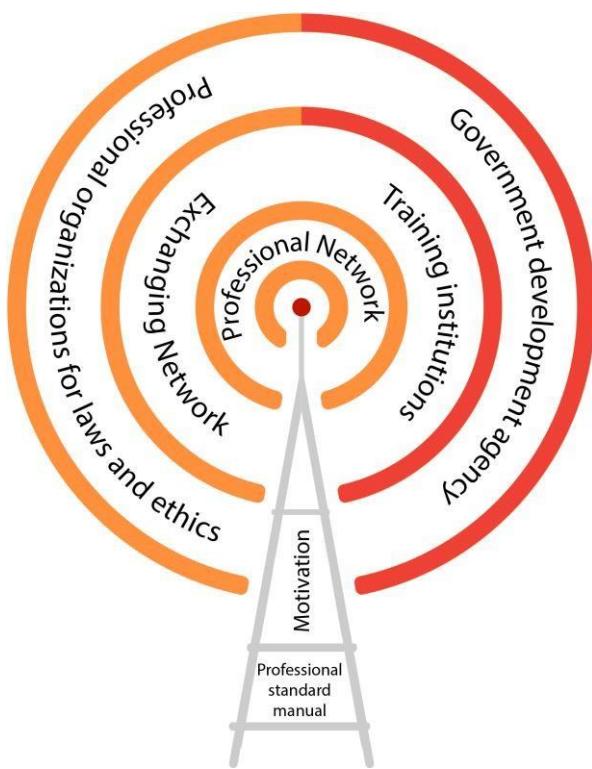
### **3) Directions for the Development of Human Resources of Small Radio Stations**

**Presented by Expert Academics:** A local network needs to be established for the development of human resources of small radio stations. It would require the cooperation of local radio organizations or local institutions of higher learning to develop knowledge, provide training, observe working practices and exchange knowledge in producing new forms of interesting, quality radio programs and A small radio station professional standard manual should be produced to guide small radio station personnel with advice and information on speaking skills as well as reading and presenting for a quality program and Knowledge must be provided on the laws and ethics that govern small radio station personnel as well as professional community radio organizations that would include advice and warnings.

As can be seen, small radio stations need a lot of assistance nationwide. The researcher Leonard Nadler is the first to use the term, "Human Resource Development", which he said means to build a learning system at intervals so that personnel can improve the effectiveness of their work and be given the opportunities to achieve higher results (Suthkwathin, 2008: 233). Thus, the development of the small radio personnel over the short term should be given training in order to upgrade their skills. Dreyer and Dougherty applied the theory of Goldstein, giving importance to human resource development. They indicated two important actions, which are the teaching-learning process for personnel and the teaching-learning process for the organization. The first step is the personnel selected must want to be trained. The second step is to develop a training curriculum or set a strategy or standards for the human resources development. The third step is to provide training based on the curriculum or according to the stipulated policy or standards for human resource development, and the final step is to evaluate the results of the training curriculum or strategy or standards set for human resource development (Dreyer & Dougherty, 2001: 136).From the research results, it was found that human resource development for small radio stations can introduce a form or development and training that follows the theory of Leonard Nadler. It can be employed to promote the personnel of small radio stations to gain more professional knowledge and skills. To accomplish this, the small radio stations need the support of government agencies and other organizations.

### **Research Results that can Direct Human Resources Development of Small Radio Stations**

What is required: Professional standard manual, Motivation-awards for persons who produce quality programs, Network to provide advice and assistance in producing quality radio programs, Network for the exchange of knowledge with radio stations in other regions, Training by institutions of higher education and professional organizations, Government agency for development of professional standards for radio stations, Professional organizations that can provide knowledge and provide oversight for laws and ethics.



**Figure 1** Directions for Human Resource Development for Small Radio Stations

## Recommendations

The directions for human resource development for small radio stations that are presented in this research should be applied in the development of personnel of small radio stations to focus on greater achievements in program quality and creativity.

The strategies development for the SWOT analysis can be used for developing directions for human resource development and solve personnel problems can include the advancing strategy, to develop a network that would encourage the cooperation of related community level government agencies and to use the community as the educational base, and the internal development strategy, to develop the small radio station organization to make it stronger and have quality personnel who will be accepted by the local audience. This should also focus on motivation for self-improvement to provide higher quality programs. The third strategy is the self adjustment to fit with external changes strategy, which emphasizes adjusting oneself to fit with external changes to become stronger and more competitive to become more deserving, and finally, the Internal Changes Strategy, which means making changes to the radio stations operating procedures to increase motivation so personnel will continually work on self-improvement.

There should be continuous development in education to develop the small radio station organization in other aspects, for example, the organizational structure, management, techniques for operating during a political crisis, or current political conditions.

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