Rebooting Employees: The Importance Of Upskilling In Media Industry

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Abstract

With the advent of technology and rapid changing current times, change in every form and aspect of life has become very important. It has become inevitable for individuals to accept and adapt to change in order to survive in the competitive world and the same thing applies to organizations and its employees across the world. The organizations who have not catered to flexible and demanding situations and have stuck to their traditional and rigid organizational structures have lost the track of productivity & profit which has ultimately resulted in losing the market share. Organizations now have to be dynamic and so should be their employees. The employees have to be flexible and adaptable to the changing times and circumstances and the onus of helping them adapt to the changing times lies partially on the organizations. It becomes the responsibility of the organizations to ensure that their employees remain updated with every passing hour and that they up skill themselves i.e. upgrade their current skills. One must not overlook the fact that flexibility and adaptability in personality as well as working style is now being considered as one of the most important criterion for the recruitment and selection of the employees and organizations providing a platform for up skilling its employees often make place in best employer's category. The objective of the paper was to study the need and process to upskill the employees and determine critical skills of the employees which need to be upgraded on a regular basis in different sectors of media industry across India. 20 experienced professionals from the media industry working in 14 organizations across different media sectors in India have been interviewed for the study. Using Gioi's methodology for qualitative analysis, it was concluded that technological skills needed to be upgraded are Artificial Intelligence &Machine Learning , Digital skills and Data Analytics,Technical skills needed to be upgraded are Project Management and Networking & liasoning , Human skills needed to be upgraded are problem solving, negotiation , proactiveness, creativity, critical

thinking, adaptability, flexibility , interviewing and dealing with diversity , Conceptual skills needed to be upgraded are Information packaging and visualization , the classic skills also termed as Evergreen skills are industry knowledge, general knowledge, discussion orientation, soft skills, leadership, teambuilding , audience orientation, general research skills, dynamics, multi tasking & dynamism, decision making, stress management & strong work ethics

Key words: employees, future of work, media, upskilling

1. Introduction

Organizations now have to be dynamic and so should be their employees. The employees have to be flexible, dynamic and adaptable to the changing times and circumstances and the onus of helping them adapt to the changing times lies partially on the organizations. Organizations across the world are investing in upskilling their employees and putting enormous amount of efforts to provide all the possible opportunities to the employees to up skill themselves. With the rapidly changing workplaces it is very important for employees to upgrade their skills with which they can safeguard themselves against any kind of work disruptions. Upskilling can add to employee's personal as well as professional development and can lead to a win – win situation for both the employees as well as the organization.

One must not overlook the fact that flexibility and adaptability in personality as well as working style is now being considered as one of the most important criterion for the recruitment and selection of the employees and organizations providing a platform for up skilling often succeed in making place in best employer's category

With tremendous automations happening, it is very important to upskill the employees to keep them at pace with the current environment. If upskilling is not taken up by the organizations and employees, the direct implication will be a decrease in the efficiency and effectiveness of the both the employees as well as the organization. Investment on skill sets is a must as it not only adds to the organization's financial gain, but also increases its market shares and retention of employees. (Yaseen, et al. 2022)

2. Literature Review

2.1 Upskilling and its impact on employees and organizations

The top management is now emphasizing on the fact that there is an urgent need to help the workforce develop the right skill to meet the changing demands of the global market. (Pablo Illanes 2018).In order to succeed in future, individuals will have to adapt to the changing times and will always need to have a continuous learning attitude. Reskilling should be a priority for the employees. It is the employees'

responsibility to reskill themselves. They should not be always dependent on the employers for the same. (M.kamarun Nihar 2019)

It is very important for the employees to continuously upgrade themselves inorder to add to their as well as organizational efficiency. Reskilling leads to job satisfaction and there by enhances the work productivity of the employees. The same will also help the organization in framing recruitment and selection policies (Gowrie Vinayan 2020)

. It is the role of the employees to focus on their upskilling by developing their own career paths, focusing on self-development, and work on creating their own identity in the form of a unique brand. It is important for the government, employers and employees to focus on 3Rs i.e. Reinventing, Reskilling and Retooling (Raimi 2021). Upskilling can be practiced in three formats. Formal learning, informal learning and non formal learning. One can chose any one of these formats as per the respective industry and the desired outcome that is expected from the process of upskilling (Mcgowan and Reddy 2020). In order to be a market leader, companies need to consider and revamp their investments in developing, upskilling and reskilling their employees. The employers need to make employees equal partner in the reskilling process. The workers should have a control of their professional development and the companies need to provide them a platform for the same. Various metrics need to be built inorder to check the effectiveness of these upskilling programs. (Friedman 2021). Human Resource skill up gradation should be the top most priority for the workforce in the hospitality business especially post Covid 19. Upgrading the skills of the employees cannot be considered for a particular department or a section but it needs to be equally conducted amongst all the departments / sections in the industry. Upskilling and reskilling the employees will lead to employee satisfaction, job satisfaction and an increased commitment towards the organization (Zayed, et al., 2022). Organizations need to work on developing non technical resources like leadership, innovative mindset, culture, human skills and competencies. These non-technical resources will help the organization to reap the benefits of Artificial Intelligence. (Chowdhurya, et al. 2023)**.** In order to remain competitive, organizations need to invest a considerable amount on reskilling and upskilling the employees. As per reports, a large number of employees are likely to switch occupations compulsorily due to pressure from artificial intelligence and machine learning. Therefore organizations as well as the employees have to gear up to bridge the gap by upskilling and reskilling the employees (Yaseen, et al. 2022). Employee engagement, retention, is directly related to upskilling employees. Employees do look forward to upgrade and develop themselves but sometimes they themselves are not clear as to which areas they want themselves to develop and thus it is the organizations that need to develop and use strategies to identify the skills and competencies of the employees that need to be upgraded and which is also valuable to the employees (Vroman and Danko 2022) . For industries facing disturbance and displacement, skilling initiatives are one of the best solutions. Reskilling and upskilling is very fruitful to younger workers who have not tied their identity to a specific job as older workers do. Organizations should develop a culture of self-development and lifelong learning. (Prabhakar, Kurien and Shijimo 2021). The HR departments need to show the importance and value of upskilling to the employees so that they equally participate in the process that may lead to boredom and thus reskilling helps the employees

to break the routine and thus adds value both to the employee as well as the organization. (Verma and Bandi 2018.)

2.2 Skill, Reskill and Upskill: What makes the difference?

Skill is the ability to use one's knowledge effectively and readily in execution or performance. It is an ability that enables a person to do something well. (IGI Global n.d.).Skill is considered as a set of knowledge, attributes and capacities that enables individual workers to successfully and consistently perform an activity or task and that skill can be built upon through training, learning and experience (Mukkerla and Braou 2020).Upskilling is the process of learning new skills or of teaching workers new skills, and Reskilling is the process of learning new skills so you can do a different job, or of training people to do a different job. Since upskilling and reskilling have the core idea in common, they are often discussed together as a pair. (Peng and Magagna 2021). Upskilling is basically a process to elevate the exisitng skills to the next level in the current job to provide development opportunities to the employees that expands their abilities and minimizes the skill gaps.

2.3 Reasons to focus on reskilling and upskilling

It is said that change is the only thing that is permanent. In today's world, one must constantly strive for flexibility and adaptability as the same will help the individuals as well as the organizations to survive and grow in long run. Technology is now at the driver's seat and with every passing day learning and adapting to these technology induced changing circumstances is becoming the need of the hour. Digital transformation and continuous evolution of technology are happening at a lightning speed (Vohra 2022).Thus upskilling and reskilling of employees has become the top most priority of both the employees as well as the organizations. Upskilling helps in filling the skills gap, protects the employees from becoming redundant which may affect their job security, secures employees career and also opens up new career opportunities for the employees. It further increases employee morale and productivity, increases organization's reputation for supporting their employees and adding to their job satisfaction which will directly help in retention of current employees and attracting and acquiring new talent. (Neale 2022). Upskilling employees also helps the organization create a learnng environment across all the levels.

2.4 Ways and means to upskill employees

In the current scenario, there is an uncertainty on the ability to cater to the technological and related requirements by the current skill sets of the employees. The world has changed almost overnight to new forms of technology (M.kamarun Nihar 2019). It has become very important to up skill the employee at the right time as by the time the organizations sets up a full-fledged team, the technology might get obsolete. The organizations can up skill their employees by a number of ways. Training programs can be conducted by internal as well as external experts to help employees upgrade their knowledge. Employees can be encouraged to enroll in company sponsored programs and certificate courses. Mentorship programs can be launched across various departments of the organizations. Freshers can be allotted mentors during the orientation

programs and experienced employees can be allotted senior mentors while they are being promoted to a higher position. Organizations can encourage self-training by sensitizing employees towards the bottom up approach of upskilling. Employees can be asked about the skills they want to work on and improve to perform better in their respective jobs. Organizations can reward the employees who upskill and allow the employee flexibility in attending workshops and seminar during work hours. Real life simulation exercise and case studies is also a fruitful way to upskill the employees within the organization. (Tolani n. d.) The whole upskilling activity can be linked to performance appraisal process. In a nutshell, upskilling needs to be treated as an investment and not an expense (Goel, et al. 2022). Job rotation ,job enlargement , job enrichment , peer coaching and mentoring can also lead to upskilling (Verlinden n.d.).There are multiple stakeholders who play an instrumental role in implementing the above mentioned methods to upskill the employees. One must understand that the prime responsibility of upskilling the employees is that of the HR / Learning & Development department. But it is important to mention over here that HR / Learning & development department can not conduct the upskilling process in isolation and that top management, CEOs, head of departments and employees need to be constantly involved in the whole process to help it reach its decided goal.

2.5 Media Industry

The media sector is chosen for the study as the next few years for the Indian Media and entertainment industry is unique. The Indian media industry much like India itself is multi-layered, multi-hued and unique. (Arora 2019).Due to a deeper penetration of internet and technical gadgets, there is an exciting pace of growth of the Media Industry (Basu 2022).

If we talk about the world, more than a third of 350 senior media executives from around the world said that without reinvention , their companies wont exist in five years. Three approaches were identified for the same. Rebooting innovation strategy, pursuing operational excellence, accelarating talent and skills development. (Estrada 2020). The industry feels that dynamic competitive landscape, pace of technology change and shifting customer expectations and trends are the three main drivers of change required in the Media Industry (Harrison, Whistler, and Goyal 2020). Among media executives, the number one preferred option for accelerating the development of talent is to up skill the existing workforce (Harrison, Whistler, and Goyal 2020)

Again , as far as the data of Indian Media industry is concerned, total OTT revenue has more than doubled in the year 2020, total newspaper revenue at a 2.7% CAGR from INR 26,378Cr in 2021 to INR 29,945Cr in 2026, India's out-of-home (OOH) advertising market is demonstrating one of the strongest comebacks globally and is predicted to grow at 12.57% CAGR to reach INR 5,562Cr in 2026, India's total video games and esports revenue was INR 16,200Cr in 2021, and is forecasted to reach INR 37,535Cr by 2026, increasing at a 18.3% CAGR; With the country's return to economic growth in 2021, the TV advertisement segment grew by 16.9% to INR 32,374Cr. The market will expand further at a 6.3% CAGR to reach INR 43,410Cr by 2026, In 2021 more than 379 mn cinema tickets were sold in India, a healthy increase year-on-year on the

278mn admissions in 2020 (and higher than the 226mn admissions in the US in 2020) though that had been a huge (-85.4%) drop as compared to the 1.9bn tickets sold pre-pandemic, India's Internet advertising market is set to increase at a 12.1% CAGR to reach INR 28,234Cr by 2026, India's music, radio & podcast segment grew at 18% in 2021 and is set to grow at 9.8% CAGR to reach INR 11,536Cr by 2026. (Basu 2022). Like many other industries, media industry is one of the industry which is likely to have a large amount of skill shortage in the coming years. Further, there is limited research on Human Resource development of this workforce.

3. Objectives of the study

a) To study the need for upskilling employees

b) To study the process to upskilling the employees

c) To identify the skills that are considered critical for upskilling employees in Media industry

4. Study Design

The study focuses on a key research question: Which skills are the future of Media Industry i.e. the skills that employees need to upgrade and learn to remain relevant and employable in the media industry for a longer time.

To address the research question, semi – structured interviews were conducted for 20 middle to senior – level managers with 10 plus years of experience in different sectors of the media industry and were asked to give their opinion about upskilling.

Table 1 summarizes the participants and their company characteristics. Table 2 summarizes the sector/organization and employee break up.

5. Research Methodology

The study employed a survey of 20 middle to senior level managers of the Media Industry with more than 10 years of experience.

5.1 Research and Instrument design

Both exploratory and descriptive research were used for the study. 20 middle to senior level managers with more than 10 years of work experience in different sectors of the media industry were interviewed to understand the need and process of upskilling employees and to identify the skills that are considered critical for upskilling employees in media industry.

5.2 Sampling and data collection

The data was collected from 20 middle to senior level managers of media industry with more than 10 years of experience. They belonged to 12 different companies in the media industry. 7 employees belonged to the radio sector, 4 employees belonged to the print media sector, 5 employees belonged to the television sector and 4 employees belonged to the cinema sector.

Table 1 – Participants profile

Sr No	Gender	Total No of Experience	Experience in Media Industry	Media Sector	Role
1	Female	16	9	Radio	Managerial
2	Male	17	17	Radio	Managerial
3	Female	10	8	Radio	Technical
4	Male	22	18	Radio	Managerial
5	Male	10	8	Radio	Managerial
6	Male	12	12	Radio	Managerial
7	Female	15	15	Radio	Managerial
8	Male	19	14.5	Print	Managerial
9	Female	11	8	Print	Managerial
10	Male	10	7	Print	Technical
11	Female	13	13	Print	Managerial
12	Female	11	10	Television	Managerial
13	Male	15	12	Television	Managerial
14	Male	13	9	Television	Technical

15	Male	13	7	Television	Technical
16	Female	16	16	Television	Managerial
17	Male	11	10	Cinema	Managerial
18	Female	10	7	Cinema	Technical
19	Female	14	12	Cinema	Managerial
20	Male	18	15	Cinema	Managerial

Table 2 - Sector / Organization / Employee break up

Sr No	Sector	Number of organizations included in the survey	Number of employees surveyed
1	Radio	3	7
2	Print	4	4
3	Television	3	5
4	Cinema	2	4
		12	**20**

6. Data Analysis

As the nature of the study is inductive, the interview was coded by using the methodology proposed by (Gioia, Corley and Hamilton 2012). The semi – structured interviews were conducted where in informal terms , phrases and descriptions emerged. This stage was referred as First order concepts by Gioia and colleagues. Here , terms, phrases and descriptions that emerged during the interview have been strictly adhered to and there are no specific categories drawn out of it as yet (Jaiswal, Arun and Varma 2021). As further interviews were conducted , there were similarities and differences that emerged and thus a cluster was made of those

terms , phrases and descriptions and these clusters were labelled as second order themes. (Jaiswal, Arun and Varma 2021). The result of 1st order concepts and 2nd order themes led to a theoretical saturation . (Glaser and Strauss 1967). The 1st order concepts, 2nd order themes and aggregate dimensions became the basis for building the data structure for the present study (Gioia, Corley and Hamilton 2012). This data structure is one of the most important steps in the research study (See Figure 1). The data structure not only allows us to configure our data into a sensible visual aid, it also provides a graphic representation of how we progressed from raw data to terms and themes in conducting the analyses—a key component of demonstrating rigor in qualitative research (Pratt 2008) (Tracy 2010).

Inorder to validate the accuracy of the concepts, themes and dimensions, seven post study interviews were conducted. These experts were different from the particpants who were surveyed during the research process.

1st Order Concepts	2nd Order Themes	Aggregate Dimensions
Those who will adapt latest technology will survive. Organizations not adapting to technology are not going to survive for long. Technology is going to rule major industries of India. Artificial Intelligence and Machine Learning is the future. These are must for survival in the long learn. The media executive must possess knowledge about computers and audio equipment	Artificial Intelligence and Machine Learning	**Technological skills that require up gradation**
Digital marketing is the in thing today and so the skills related to the same are very important .One must always be digitally updated and should know how to use various apps. One must be able to understand & operate various social media platforms. One must have the ability to navigate digital technologies such as web browsers and search engines. One must be able to use the online resources to complete the task allotted.	Digital	

The world today is talking about data management as well as data analytics, so one must develop the skill of data analytics to efficiently use the data available with the company.	Data Analytics / Data Science	
Planning and scheduling is required for smooth functioning of all the departments of this industry. One must be able to handle a particular project independently and should have the knowledge about each and every detail of that particular project	Project Management	**Technical skills that require up gradation**
Networking and liasoning is a very important aspect for the employees of media industry	Networking and liasoning	
Problem solving, Negotiation are the skills that a media industry person will have to use at every stage. Proactive personality will always have an edge over others in media industry .Creativity, thinking out of the box will help an employee deliver his best. Critical thinking is also an important skill for the executives of media industry. One must portray an attitude of adaptability and flexibility. One must develop an ability to deal, work and manage with diverse group of people. One must possess or develop interviewing skills	Interpersonal skills	**Human Skills that require up gradation**
Abundance of information is available in the market, One must know which part of the same needs to be used .Information needs to be packaged appropriately as per the audience requirement.	Information packaging	**Conceptual skills that require up gradation**
One must be able to understand images i.e. visualization	Visualization	

power has to be very strong		

One should have a basic knowledge about the industry. Understanding the business is the primary requirement	Business acumen / Industry Knowledge	
One must be constantly updated about the changing markets and economy .One must be aware about global politics and current affairs. One must possess information about newer platforms and formats	General Knowledge	**Classic skills**
A person should be capable to drive discussions and should be confident in his/her deals. It is very important to be opinionated in this industry	Driving discussions	
Excellent communication, presentation and listening skills are very important for this industry .One must be well verse with the local language of the state / city in which he / she is working. As the industry demands interaction with celebrities / influential people across the globe, it is very important to have command over communication skills. Many a times the information may be provided in written context, so it is very important to have strong writing skills. One must be able to manage time in the best possible manner. Time which is one of the most important resource needs to be managed in the most efficient and productive way	Soft skills	
It is very important to be a good leader. One must be able	Leadership skills	

to lead the team and add to the individual's professional growth during the process		
people should work in teams and the organization should promote team cohesiveness, As the projects in media industry cannot be operated in isolation , it is very important to encourage the employees to work in team	Team Building and collaboration	
Audience is the king in Media Industry. The liking , disliking , preferences of audience should be given the top most priority while delivering the content .Audience has to be kept above everything else	Understanding the audience	
A continuous research needs to be carried out to in pace with audience preferences. It is very important to conduct research on a regular basis	General research skills	
One must be aware about the competitor's moves and agenda	Competitor dynamics	
Always remaining alert and dynamism is very important aspect. One must be able to handle multiple assignments simultaneously	Dynamism & Multitasking	
Professionalism and strong work ethics is an integral part of Media Industry. Honesty should be at the top most priority as the industry deals with sensitive data as well as information	Professionalism and strong work ethics	
Minor as well as major decision are to be taken on a day to day basis and thus it is very important to possess / develop decision making skills	Decision making skills	
One must be able to handle stress and work under pressure as the industry is not always time bound and demands work during any hour of the day	Stress Management	

Figure 1: - Theoretical Model

7. Findings

The first two objectives of the research i.e. to study the need of upskilling and to study the process of upskilling have already been addressed in the earlier part of the paper. With reference to the third objective, a data structure model was created which demonstrated 1st order concepts, second order themes and aggregate dimensions. (See Figure 1). With semi structured interviews conducted, the raw participant terms were coded into categories which resulted into meaningful dimensions that helped us answer the research question.

The objective of the survey was to determine the skills that are the future of Media Industry i.e. the skills that employee needs to upgrade and learn to remain relevant and employable in the industry for a longer time.

On the basis of the same, we could derive skills that require up gradation and one more aspect which was not a part of the structured objective but was adding value to the study was determined. That aspect was determining the skills that are termed as classic skills. Thus the dimensions were derived in two aspects i.e. skills that will require up gradation and skills that will remain Classic.

Considering the same, the skills that were required for up gradation were divided into 4 categories i.e. technological skills, technical skills, human Skills, conceptual skills.

Conceptual skills are defined as mental ability to analyze and diagnose complex situations, technical skills are defined as the ability to apply specialized knowledge or expertise and human skills are defined as ability to work with, understand and motivate other people, both individually and in groups. (Robbins, Judge and Vohra). Technological skills are defined as the ability to use computer based technology to complete different tasks.

Classic skills are defined as the skills that are going to remain crucial and equally important in all the phases of an employee's career as well as tenure and will be equally required today as well as in future. These skills can also be termed as forever skills or evergreen skills.

7.1 Technological skills that need to be upgraded

7.1.1 Artificial Intelligence and Machine Learning

Artificial Intelligence (AI) – is a relatively new digital skill set that teaches machines to perform tasks, predict, and make decisions based on the raw data provided. (Piwiec 2022). Artificial Intelligence is the science and engineering of making intelligent machines, especially intelligent computer programs. (McCarthy, et al. 2006). Artificial Intelligence and Machine Learning has become an important are of research in all the fields. (Cioffi, et al. 2020). Organizations now are considering AIML as a dominant techqniue for data management and problem skills. More and more organizations are equipping their infrastructure and employees with the knowledge about AIML. The employees of the media industry also feel that their current technological skills about technology will require a lot of upgradation especially in the form of Artificial Intelligence and Machine Learning. It was stated in the interview that technology is going to rule

major industries of India. Artificial Intelligence and Machine Learning is the future and are the prerequisites for survival in the long learn and thus employees need continuous up gradation on the same.

7.1.2 Digital Skills

Digital skills are the skills essential to use computers and digital devices to access and manage information. (Piwiec 2022) .The digital world is continuously evolving and technology has made pace in every aspect of our lives.Digitally literate employees are very much in demand. Organizations are leaving no stone unturned to search these category of employees who can add value to the organization in a wholesome way. The employees of the Media Industry have mentioned that it is the time they upgrade their basic digital skills to advance digital skills and that the organizations should provide them opportunities to enhance their skills and knowledge to improve their digital literacy.

7.1.3 Data Analysis & Data Science

Data Analytics is a science of analyzing raw data to make conclusions about that information. It helps organizations in optimizing its performance, increase its efficiency and maximize profit. (Frankenfield, Boyle and Rathburn 2022). Organizations are considering data management as one of the most important functions to add to their effeciency and organizations are increasingly investing a lot of amount on derving various tools to assist employees in data analysis. Employees in the media industry have stated the fact that data analytics is a prime and an important skill required to remain relevant not only in this industry but any other industry and they as well as the organization is constanlty focusing on developing as well upgrading their data management as well as data Analytics skills.

7.2 Technical skills that needs to be upgraded

Technical skills are defined as the ability to apply specialized knowledge or expertise. (Robbins, Judge and Vohra). These skills are considered as expert skills or trade skills. People who are experts in their own trade and have mastered the functions of their trade are said to use technical skills. As far as the survey is concerned, it was mentioned that it is very important for the employees of the media industry to handle projects independently and thus one must have knowledge about each and every detail about the project in which they are involved into. A lot of exepertise is required to handle the projects independently. Networking and liasoning with the relevant people associated with the media industry also require specialized knowledge and expertise. And thus Project Management and networking & liasoning skills have been categorized in technical skills.

7.3 Human skills that needs to be upgraded

Human skills are defined as ability to work with, understand and motivate other people, both individually and in groups. (Robbins, Judge, & Vohra). The organizations are considering human skills much ahead in the list

while recruiting an employee and this skill is considered very vital in the final selection of the employee. Team performance is considered to be more essential then individual performance. Organizations now are focusing more and more on diversity and inclusion. Dealing with a diverse group is the future and thus the survey in the media industry stated that interpersonal skills are very much essential and that one must always work on ehancing these skills as these skills are required to be used on day to day basis. Every transaction conducted in an organization requires the right use of interpersonal skills and if the same is not done properly the effeciency of the work as well as the organization is going to suffer. And thus problem solving, negotiation , motivating others , being proactive , creativity , critical thinking and adaptability and flexibility are considered as interpersonal skills required to be upgraded on a regular basis.

7.4 Conceptual skills that needs to be upgraded

Conceptual skills are defined as mental ability to analyze and diagnose complex situations, (Robbins, Judge, & Vohra). The skill demands highly focused approach where in one needs to diagnose situations and scenarios, analyze the same depending on the magnitude & intensity and reach to conclusions considering various organizational aspects. The profiles inurveyed in media industry involves scenarios like abundace availibility of information some of which may be relevant and sensitive while some may be totally irrelevant. Some information can be supported by facts while some have no base. Sharing this informaion requires specialized skills and as this kind of information can be grouped in the category of complex situation. One must have strong conceptual skills to analyze the information and decide which part of the same needs to be used and is capable of being published in the public domain. And thus information packaging is a crucial skill and one must constantly learn newer ways and means to analyze and package it approapriately. The surveyed industry also requires strong visualization power as the information may involve lot of images.Thus information packaging and visualization skills are grouped into the category of conceptual skills that required upgradation in a continuous basis.

7.5 Classic skills

These are the skills that are going to remain crucial and equally important across all the phases of an employees career and tenure in the organization. These skills can also be termed as forever skills or evergreen skills. While the above discussed technological, technical, human and conceptual skills are considered to be important and constanlty needs to be upgraded , there are certain skills that have emerged out of the survey which have been grouped into the category of Classic skills. The survey said that media industry demands certain skills constantly and these skills are going to be crucial in any era. Basic knowledge about the industry, political knowledge, awareness about changing markets and economy, handling fruitful discussions, well verse with various aspects of two way communication – both oral and written, leading the team effectively, managing time appropriately, enhancing team effeciency,audience oritented approach , knowledge about research and development, awareness about competitor dynamics, handling multiple activities simultaneously, dealing with stress & pressure, showcasing honesty & professional approach are the areas which an employee requires in any phase of his/her career in the media industry. These areas have been

grouped into skill category of classic skills. These skills are industry knowledge, general knowledge, discussion orientation, soft skills, leadership, teambuilding and colloboration, audience orientation, general research skills, competitor dynamics, multi tasking & dynamism, decision making, stress management and professionalism & strong work ethics.

8. Key findings :

a) Artificial intelligence and machine learning, digital, data analytics are the technological skills that require upgradation

b) Project management , Networking & liasoning are the technical skills that require upgradation

c) Interpersonal skills like problem solving, negotiation,proactiveness, creativity, critical thinking, adaptability, flexibility , interviewing, dealing with diversity which are grouped as interpersonal skills are the human skills that require upgradation

d) Information packaging and visualization are the conceptual skills that require upgradation

e) Industry knowledge, general knowledge, discussion orientation, soft skills, leadership, teambuilding and colloboration, audience orientation, general research skills, competitor dynamics, multi tasking & dynamism, decision making, stress management & Professionalism & strong work ethics are the classic skills that are going to remain crucial and equally important across all the phases of an employees career and tenure in the organization

9. Practical implication

As per the findings of the study mentioned above, various skills have been identified that can prove to be helpful to the organizations belonging to the media industry. Organizations should focus on helping the employees' upgrade the conceptual, technical, technological and human skills derived from the study and provide them all the necessary support required for the same. The mentioned skills if upgraded on a continuous basis will add to the employee's overall development as well as help the organization achieve productivity there by leading to the ultimate objective of profit maximization. The organization must ensure that the employees develop classic skills derived from the study in an organic way and continue to use the same in all the phases of their organizational career as well as tenure. Upskilling the employees on the above mentioned areas will help the employees remain relevant in the organizations and remain employable for a longer period of time.

10. Limitations and future scope

The current study focused on employee upskilling in the media industry. Further research in future can focus on employee upskilling in various other industries. The study focused on upskilling from two perspectives. One perspective was organizational and the other was employee. While study concludes that upskilling of employees will be helpful to both the employees as well as the organization as it will add to both the employees as well as the organization's growth, further research can be conducted in aspects other than upskilling that can be beneficial to both the employees as well as the organization.

11. Conclusion

The study with a focus on upskilling of employees aimed to derive skills that need to be upgraded on a regular basis and skills that will remain classic and crucial in any phase of employee's organizational career as well as organizational tenure. Upskilling of the employees should be the top most priority for the organizations and all the people who hold the key positions in the organizations should ensure that their employees remain updated as well as the upgraded as far as the mentioned skills are concerned. Employees should also equally work on upskilling and should wholeheartedly participate in all the opportunities provided by the organizations to upskill them.

The study highlights that the skills that need to be upgraded are Artificial Intelligence and Machine learning , Digital, Data Analytics – grouped as technological skills, Project Management , Networking & liasoning – grouped as technical skills and various interpersonal skills like problem solving, negotiation , proactiveness, creativity, critical thinking, adaptability, flexibility , interviewing, dealing with diversity grouped as human skills, Information packaging and visualization grouped as conceptual skills and Industry knowledge, General Knowledge, Discussion orientation, Soft skills, Leadership, teambuilding and colloboration, audience orientation, General Research skills, Competitor dynamics, Multi tasking & dynamism, Decision making, stress management & Professionalism & strong work ethics – grouped as classic skills.

12. Acknowledgement

13.Declaration of interest statement

There are no competing interest to declare

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Interview questions

Q 1: Why do you think it is important to upskill employees?

Q 2: Has your organization conducted any upskilling programs in recent times? If yes, kindly provide the area in which it was conducted and briefly describe the way in which it is conducted.

Q 3: Which skills according to you needs to be upgraded on a regular basis to remain relevant and employable in the media industry?

Q 4: Personal Information: Total work experience, Total work experience in media industry, Gender, Department, Role, Media Sector