



INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE AND MANAGEMENT

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CHANGING CONDITIONS OF WORKERS AND PROCESSES OF WORK IN ADVERTISING AGENCIES IN INDIA**DR. YASHMIN SOFAT****MEMBER, PUNJAB COMMERCE & MANAGEMENT ASSOCIATION****ASST. PROFESSOR****DEPARTMENT OF COMMERCE****GURU NANAK GIRLS COLLEGE****LUDHIANA****ABSTRACT**

There has been little effort to analyze the changing conditions of the workers and the processes of work in the advertising agencies in India. In this paper, author attempts to understand the context that how advertising agencies in India formulate their strategies which help to know the changing trends in the working conditions of the workers in personnel department that how personnel department changes from earlier ancient times to new era. Even, author tries to clarify that how the strategies of advertising agencies vary across their nature, experience and size. In this paper, author attempt to clarify the strategies that how advertising agencies attain, maintain, retain and develop their human resources which helps in the reduction of the employees turnover.

KEYWORDS

Advertising agencies, Strategies, Personnel department, Human resource management.

INTRODUCTION

In the today's era, human resource is an asset of an organization. It is of paramount importance for the success of any organization. The values, ethics, beliefs of the individuals working in an organization also form a part of human resources. Success in managing the human resources function is certainly dependent on the organization's receptiveness to that function. Some organizations have a greater need than others for progressive human resource policies and practices. A new, small company, for example, needs only the most rudimentary activities like recruitment and selection while older large organizations require additional activities like formal training programmes, performance appraisal and career development. It is an established fact that human resource development has its impact on the productivity of the organization as organizations motivates the human resources of the organization by giving them monetary and non-monetary benefits and they take ownership of the organization which helps in increasing their morale and further leads to put their best efforts in the organization. That's why it can be said that productivity depends mainly on the morale of the employees. Advertising agency is no exception to this. The focus of personnel management is on people at work. The operative functions and strategies of personnel management are most important to any organization. If personnel functions are not properly looked into efficiently, it could result in employee turnover, absenteeism, low productivity, lack of commitment and alienation from the job and organization which adversely affects the overall strategies of the organization. To cope up with these challenges, agency has to formulate the different strategies as competent employees are the assets of their agencies.

The advertising agency is purely a service business, its products are ideas and its assets are creativity and expertise. The agency's business depends solely on the quality of people it has. The better the strategy regarding personnel; the better will be the operations. The real need in the agency is well-qualified manpower in all functions and at all levels. Towards this, training or development is needed right from the graduation stage to training and refresher courses for different levels in the agency itself. The procurement, development, maintenance and utilization of work force are the basic objectives of the human resource department. Such objectives are helpful for attaining the organization goals. And, it serves not only the organization and its employees but also the society at large. In changing scenario, one has to take into consideration how companies are changing and the trends that are causing these changes to occur for the better understanding of the role of personnel manager. Human resource department is one of the most vital functional areas of management. Human resource department plays the role of advisory, counseling, controller, human relations and also the legal role but all this depends on whether the unit is small or large one.

REVIEW OF LITERATURE

The review of literature provided a road map to identify the impact of changing trends in personnel department on advertising agencies that how their strategies varies with their nature, age and size. One of the first studies by **Cagley James W. (1986)** gave his view on the strategy of advertising agency regarding their selection factor. According to Cagley, many agencies gave importance to selection service strategy and client satisfaction with those services and he concluded by saying that most of agencies must use their own perception of what client desire in making selection factor strategy. He elaborated his views by saying that an agency select the employees and provide best training skills to them as they feel that human resource selection adversely affects the overall strategies of the organization.¹

Mills Peter K. and Morris James H. (1986) reported a number of service typologies; the service performance of an advertising agency would be classified by them as a "task-interactive service". This is because overall agency performance is largely dependent upon the client, in both the domains of the client and the agency working closely together in production and is actually creating service performance. This idea places renewed emphasis upon the need for agencies to find out the satisfaction, or dissatisfaction, levels of their service performance which is one of the important policies to attract the clients and have number of accounts with them by providing good services to the clients. Further, author concluded by saying that for achieving this, agency has to provide good working conditions and work processes to the employees of the organization.²

Wackman Daniel B., Salmon Charles T and Salmon Caryn C (1986) - To investigate the relative importance of factors that influence the success of the agency client relationship, a census by using the questionnaire method was conducted. Four factors were identified for the purposes of study i.e. work product, work patterns, organizational factors and relationship climate. For this purpose, the authors adopted a dynamic approach viewing the agency-client relationship through a client life-cycle involving four phases i.e. Pre-relationship phase, Development phase, Maintenance phase and Termination phase.³

Tauber Edward M. (1987) focused on the changing strategy of advertising agencies that the advertising agencies had the research department for their personnel but some agencies are still very slow in this act and they believe to eliminate this department as it is expensive act for the agency. According to author, this coming department helps the agencies to have good and favourable relations among client-agency as it helps in understanding the behaviour, attitudes and motives of the clients and consumers, thus, every agency have to focused on the development of personnel department so as to grow.⁴

¹ Cagley James W., 'A Comparison of Advertising Agency Selection Factors: Advertiser and Agency Perceptions'; *Journal of Advertising Research*; 26(3); June – July 1986; pp.39 – 44.

² Mills Peter K and Morris James H., 'Clients as Partial Employees of Service Organizations: Role Development in Client Participation'; *Academy of Management Review*; 11(4); 1986; pp.726-735.

³ Wackman Daniel B., Salmon Charles T., Salmon Caryn C., 'Developing an Advertising Agency – Client Relationship'; *Journal of Advertising Research*; 26(6); December 1986- January 1987; pp.21 – 28.

⁴ Tauber Edward M., 'Agency Research Department: 1990'; *Journal of Advertising Research*; 27(2); April – May 1987; pp.6 – 7.

Doyle P., Marcel C. and Mitchell P. (1990) found that agency client relationship problems during the campaign might arise due to the factors such as personality conflicts, changes in key personnel involved etc. These conflicts were likely to have a spilt over effect, undermining the success of an advertising campaign and adversely affects the human resources and their work culture which further influenced the strategies of advertising agencies⁵

Light Larry (1990) talked about the changing strategies of advertising agencies such as be global and compete local, producing best quality advertising by focusing on their energies and resources by improving and developing their personnel's skills.⁶

Bhagnari Shashi (2002) described a business model adopted by top advertising agencies such as HTA etc. that helped them to provide solution to their problems and this new model or system helped them to improve their quality and productivity by improving the skills and work culture of the human resource department so that they can timely complete their work and even helps in faster decision making.⁷

Brownstein Marc (2007) emphasized on the problems with ad agencies by focusing on small advertising agencies that to compete in this competitive era, the small advertising agencies have to get what they need by adopting new strategies like stop trying to employ all creative in – house and have fresh talented brains from outside.⁸

Arthoon Marion (2008) emphasized that the role of media agencies is changing and is now more central to communications and marketing strategies, and that the media bridge (not the ad agency) often leads in strategic design or holistic communications planning for brands across media. Further author said that many advertising agencies have not been able to grow their business, leave alone their profits, over the last few years, and that media networks have become strong as they have been able to adapt to change. And, even the advertising agencies tries to provide all services to their clients and do better than their rivals by developing their employees of the organization and adopting new different strategies such as providing good working infrastructure and work culture and process conditions etc.⁹

Arthoon Marion (2008) emphasized that how ad agencies usually work on brands, and is often agencies of record for clients and handles their entire brand portfolio by formulating different strategies at different situations. Further author focused that different strategies helped the agencies to have harmonious client–agency relations and encourage long term strategic vision which can be done by providing proper training and development to the employees of the organization and encouraged the employees by providing good working conditions and infrastructure so as they feel satisfied and put their best efforts in the agency's working and able to build good client relations.¹⁰

Trivedi Divya (2008) asserted that the advertising agencies have to be more creative, rethink on ways of getting commensurate returns, rethink their strategies and act smartly as the advertising agencies will slow down in their growth so to overcome this situation, the advertising agencies have to reformulate their strategies with respect to the human resource department. Further, author emphasized on the work culture of the employees working in the agencies that influenced the growth strategies of the agencies.¹¹

The present study considers the advertising agencies in different ways that how the working conditions and the process of work has changed with the passage of time. There has been relatively little research focusing on the working and strategic approach of the advertising agencies, which are unique and different than the others. It was therefore, observed that carrying out such a diagnostic study would be timely and appropriate.

The study aims to explore some of the basic issues related to the changing conditions of the workers and process of their work in the advertising agencies. The study will explore the analysis of competitive environment, in terms of working conditions of the workers and their recruitment and promotion procedure in advertising agencies. The related literature has been reviewed as to make this study meaningful. The review of literature has gone a long way in making this study in the right direction.

OBJECTIVES OF THE STUDY

- To know how advertising agencies formulate and implement their strategies that impact on the working conditions of the workers.
- To examine the challenges and problems those have been faced by the workers working in the advertising agencies by changing their strategies.
- To study the impact of the changing strategies on the performance of workers in the advertising agencies.
- To study the overall performance of advertising agencies.
- To provide suggestions for better strategies to be adopted and implemented by advertising agencies.

HYPOTHESES OF THE STUDY

To achieve the above stated objectives, three hypotheses have been set up with respect to experience, nature and size which are presented in Tables 2.1, 2.2 and 2.4 respectively. Following are the various hypotheses of the study:

- There is no difference in the strategies of fully and provisionally accredited advertising agencies in India.
- The number of years of establishment has no impact on the strategies of advertising agencies in India.
- There is no difference in the strategies of advertising agencies in India across size.

SELECTION OF THE SAMPLE

The addresses of the advertising agencies were selected from "The Press and Advertiser's Year Book – 2007–08" and "Indian Newspaper Society" (INS) – 2007–08". The selection of agencies was based on the following steps which are clear from the Tables 1.1, 1.2 and 1.3:

- All agencies which were accredited either provisional or fully with "Indian Newspaper Society" (INS) of INDIA were selected, i.e.775.
- Only those advertising agencies, which had their head offices in all four regions of INDIA, were selected which include five metropolitan cities i.e. MUMBAI, NEW DELHI, KOLKATTA, CHENNAI and BANGLORE.
- 500 agencies were identified which fulfilled the conditions listed above.
- Out of those 500 agencies, to have best sample as against to total population in each category of fully and provisionally accredited advertising agencies, only 10 percent of fully and 25 percent of provisionally accredited advertising agencies were finally selected for the sample.i.e.65 agencies.
- Out of these 65 agencies, 40 were Fully Accredited and 25 were Provisionally Accredited.

⁵ Doyle P., Marcel C., and Mitchell P., 'Signals of Vulnerability in Agency – Client Relation', *Journal of Marketing*; 44(4); 1990; pp: 18 – 33.

⁶ Light Larry, 'The Changing Advertising World'; *Journal of Advertising Research*; 30(1); February – March 1990; pp.30-35.

⁷ Bhagnari Shashi, 'Ad Agency defies geographical boundaries'; *The Economic Times*, New Delhi; 12 December 2002.

⁸ Brownstein Marc, 'Problems with Ad Agencies'; *Ad Age Agency Journal, Spark Communications*; June 2007.

⁹ Arthoon Marion, "Presenting an Ad Agency just for You", *Journal of Wall Street*, www.livemint .com, 3 June 2008

¹⁰ Arthoon Marion, "The Big Fight: Creatives Vs Media Specialist", *Journal of Wall Street*, www.livemint .com, 30 April 2008

¹¹ Trivedi Divya, 'Slow Down has Ad Agencies Revisiting Strategies'; *The Hindu Business Line*; 21st October, 2008.

TABLE 1.1: REGION WISE DISTRIBUTION OF ADVERTISING AGENCIES' HEAD OFFICES

Location of Head Offices	Number of Agencies	
	Fully Accredited	Provisionally Accredited
North	172	81
East	61	25
West	192	62
South	132	50
Total	557	218

Source: INFA 2005-06 & INS YEAR BOOK 2006-07

TABLE 1.2: METROPOLITAN CITY - WISE UNIVERSE DISTRIBUTION STRATIFIED RANDOM SAMPLE

Geographic Location	Agency Accredited		Total
	Fully Accredited	Provisionally Accredited	
Delhi	129	43	172
Kolkatta	48	12	60
Mumbai	144	24	168
Chennai	48	7	55
Banglore	35	10	45
Total	404	96	500

Source: INFA 2005-06 & INS years Books 2006-07

TABLE 1.3: SAMPLE SIZE WITHIN STRATA

Geographical Location	Agency Accreditation		Total
	Fully Accredited	Provisionally Accredited	
Delhi	13	11	24
Kolkatta	5	3	8
Mumbai	14	6	20
Chennai	5	2	7
Banglore	3	3	6
Total	40	25	65

PROFILE OF THE AGENCIES IN THE SURVEY

Tables 2.1, 2.2, 2.3 and 2.4 present the breakup of agencies according to nature, experience and size. And, Table 3.1 clears the performance of advertising agencies in India.

The age of advertising agencies also influences the firm's strategies. Hence, the age/experience of agencies need to be categorized on the basis of year of establishment which is clear from Table 2.1.

TABLE 2.1: AGE OF ADVERTISING AGENCIES

Age of Agency	Fully Accredited		Provisionally Accredited		Total	
	No. of Agencies	Percentage	No. of Agencies	Percentage	No. of Agencies	Percentage
Below 20 years	21	52.5	24	96	45	69.23
20 – 40 years	8	20	1	4	9	13.85
40 – 60 years	9	22.5	0	00	9	13.85
Above 60 years	2	5	0	00	2	3.07
Total	40	100	25	100	65	100

Source: Primary Data

Table 2.1 which presents classification of advertising agencies according to their age, indicates that 52.5 percent fully accredited agencies and 96 percent provisionally accredited agencies had less than 20 years of life. The advertising agencies having age between 20-40 years constituted 20 percent, 4 percent and 13.85 percent respectively of the sample units amongst the fully, provisionally and over all accredited agencies respectively. However, only 3.07 percent of advertising agencies had age of above 60 years life in India. Thus, on the whole, major proportion of sample agencies had below 20 years age. Further, to clarify the hypothesis, the age of agencies were categorized into two parts i.e. old advertising agencies which spent more than 40 years of life time in this area and new advertising agencies which had less than 40 years of life span. (Source: A&M 1998; basis for categorization of agencies)

The surveyed sample further classified on the basis of their nature in Table 2.2.

TABLE 2.2: CLASSIFICATION OF RESPONDENTS ACROSS ACCREDITATION

Type	Fully Accredited		Provisionally Accredited		Total	
	No. of Agencies	Percentage	No. of Agencies	Percentage	No. of Agencies	Percentage
Accredited	40	100	25	100	65	100
Non – Accredited	0	00	0	00	00	00
Total	40	100	25	100	65	100

Table 2.2 depicts that the sample apart from non-accredited advertising agencies, comprised only those advertising agencies which were accredited with the Indian Newspaper Society. The agencies under sample (65 agencies) were comprised of 40 fully accredited and 25 provisionally accredited advertising agencies.¹²

¹² Advertising agencies can be accredited and non – accredited. Accreditation of advertising agency is an institutionalized system of granting accreditation to advertising agencies enabling them, upon such accreditation, to access certain facilities from the members, has been in vogue for several decades. The system operates in terms of the "Rules Governing Accreditation of Advertising Agencies and Rulings of the Society" adopted by the Society, initially in the year 1943, and subsequently amended from time to time. And, accredited advertising agencies are those agencies which are accredited with any organization such as INS, INFA, ENS etc. and liable to have 17.5% commission but non- accredited advertising agencies received only 7% commission from the advertisers. Further, accredited agencies can be fully and provisionally accredited advertising agencies and they are termed by the agencies clear from their conditions. (Source: INS Book:2006-07)

The sample agencies were further classified on the basis of their geographical location in Table 2.3.

TABLE 2.3: GEOGRAPHICAL LOCATION OF ADVERTISING AGENCIES

Geographically Location	Fully Accredited		Provisionally Accredited		Total	
	No. of Agencies	Percentage	No. of Agencies	Percentage	No. of Agencies	Percentage
North	13	32.5	11	44	24	36.92
East	5	12.5	3	12	8	12.31
West	14	35	6	24	20	30.77
South	8	20	5	20	13	20
Total	40	100	25	100	65	100

It is clear from Table 2.3 that, at the overall level, the highest number of agencies were located in North India (36.92%) followed by those located in West (30.77%) and South (20%). On further analysis, it was found that only 12.31 percent of advertising agencies were located in East. The above pattern to some extent also held true when analyzed in case of fully accredited and provisionally accredited separately.

The classification of advertising agencies according to the size of capitalized billing is given in Table 2.4.

TABLE 2.4: CATEGORIZATION OF ADVERTISING AGENCIES ACCORDING TO AMOUNT OF CAPITALIZED BILLING

Capitalized Billing Amount (Rs.)	No. of Agencies	Percentage
Below 1crore	20	30.77
1 crore – 50 crore	30	46.15
Above 50 crore	15	23.08
Total	65	100

Table 2.4 indicates that 30.77 percent of sampled advertising agencies reported their capitalized billing up to rupees 1 crore and they are termed as small sized advertising agencies. On further analysis, it was found that 46.15 percent of advertising agencies fall in the category of billing from rupees 1 crore to rupees 50 crore and the same are termed as medium sized advertising agencies. The remaining 23.08 percent of advertising agencies had capitalized billing above rupees 50 crores and they are termed as large sized agencies. (Source: A&M, agency Report,1998 - For dividing line.)

The performance of advertising agencies is studied in terms of amount of capitalized billing and growth over the previous year in Table 3.1.

TABLE 3.1: OVERALL CAPITALIZED BILLING OF ACCREDITED ADVERTISING AGENCIES IN INDIA

Year	No. of Agencies	Average Capitalized Billings (Rs. Crore)	Year on Year Growth Rate (in percentage)
2000	750	44.24	-----
2001	757	49.43	11.73
2002	761	53.81	8.86
2003	770	58.65	8.99
2004	771	64.39	9.78
2005	775	70.76	9.89
2006	776	79.54	12.41
2007	778	89.88	12.99
2008	778	99.58	10.79

Source: INFA and INS

Table 3.1 exhibits that the capitalized billing of accredited advertising agencies in India had risen to rupees 99.58 crore in 2008 from rupees 44.24 crore in the year 2000. The amount of billing registered the maximum growth in the year 2007 (12.99%) followed by that in the year 2006 (12.41%). The year on year increase in the amount of billing remained limited to single digit during 2002 – 2005. On the whole, the advertising business continued to grow at a frenetic pace, making it resemble the Californian gold rush.

ANALYTICAL TOOLS USED

For analysis purposes, the agencies have been classified into fully accredited and provisionally accredited advertising agencies, also into old and new on the basis of experience and small, medium and large across size. The present study used percentage and chi – square test for analysis purpose. The chi- square test is used to test whether two or more attributes in fully, provisionally, old and new, small, medium and large size advertising agencies are associated or not in the present study. The chi- square test is one of most widely used non- parametric tests in statistical work.

FINDINGS

The author found that agencies feel there is a lack of co-ordination among the goals, techniques and procedures employed in the business schools and in the content and character of on-the-job training in the agencies. The graduates are mainly trained in advertising and not for the actual working of the advertising agencies. The emphasis in the curriculum is mainly on theoretical concepts and less stress is given on practical aspects. Also, the faculty members are mainly academicians; very few business schools have people from the industrial background because of salary constraints.

No agency has a choice of whether to develop its employees or not; the only choice is that of method. If no organized programme exists then it will largely be self – development while learning on the job and this need not necessarily be in direction needed by the agency. The author felt that planned development programmes which are one of the important strategies of this department to develop the talent of their personnel, would return values to the agency in terms to productivity, heightened morale, reduced costs and greater organization stability and flexibility. All this needs a place for personnel management in the organizational structure of the agency itself. The author found that very less of the surveyed agencies had this function designated on their organization structure, and this tells the whole story of poor human resource development in the agency business.

The responses about from where the agencies preferred to procure their personnel i.e., the source of recruitment preferred, and what is the strategy regarding that are clear from Tables 4.1, 4.2 and 4.3 across nature, experience and size respectively.

TABLE 4.1: SOURCES OF RECRUITMENT PREFERRED BY ACCREDITED ADVERTISING AGENCIES IN INDIA

Preferred sources	Full Accredited		Provisionally accredited	
	No. of Agencies	Percentage	No. of Agencies	Percentage
Fresh Graduates	12	30	13	52
Already worked elsewhere	26	65	5	20
None	2	5	7	28
Total	40	100	25	100

$\chi^2 = 14.34134$ and Tab = 5.991 D.F. = 2 at 5% level of significance.

Table 4.1 clears that 65 percent of fully accredited advertising agencies preferred experienced people from other agencies or from the advertising/marketing department of companies as against to 52 percent of provisionally accredited agencies preferred fresh graduates. In contrast to this, there were only 5 percent of fully and 28 percent of provisionally accredited agencies had internal recruitment because the agency either was totally taken care of by the family or it had stagnated and did not wish to expand or it had intentions of winding up.

TABLE 4.2: SOURCES OF RECRUITMENT PREFERRED BY OLD AND NEW ADVERTISING AGENCIES IN INDIA

Preferred Sources	Old Agencies		New Agencies	
	No. of Agencies	Percentage	No. of Agencies	Percentage
Fresh Graduates	3	27.3	22	40.74
Already worked elsewhere	7	63.6	24	44.44
None	1	9.1	8	14.82
Total	11	100	54	100

$\chi^2 = 1.3468$ and Tab = 5.991 D.F. = 2 at 5% level of significance.

Table 4.2 shows that 63.6 percent old and 44.44 percent new advertising agencies preferred experienced people from other agencies or from the advertising/marketing department of companies. In contrast, 27.3 percent old and 40.74 percent new advertising agencies preferred fresh graduates. As against to nature and size in Tables 4.1 and 4.3, the result of test depicted that the sources of recruitment were not dependent on age of agency which is clear from Table 4.2.

TABLE 4.3: SOURCES OF RECRUITMENT PREFERRED BY ADVERTISING AGENCIES IN INDIA

Preferred Sources	Small Agencies		Medium Agencies		Large Agencies	
	No. of Agencies	Percentage	No. of Agencies	Percentage	No. of Agencies	Percentage
Fresh Graduates	10	50	12	40	3	20
Already worked elsewhere	4	20	16	53.33	11	73.33
None	6	30	2	6.67	1	6.67
Total	20	100	30	100	15	100

$\chi^2 = 12.9729$ and Tab = 9.488 D.F. = 4 at 5% level of significance.

Table 4.3 reveals that 50 percent of small size agencies preferred fresh graduates as against to 53.33 percent of medium size and 73.33 percent of large size advertising agencies preferred experience people. The Table 4.3 further analyzed that the same result as the nature of advertising agencies as clear from χ^2 value that the source of recruitment was dependent on nature and size of the agency.

The author concluded that from fresh graduate majority 50 percent went for campus recruitment but their quality of knowledge was very less so the institutes and faculties teaching business management needed to orient their students better for the advertising profession. So, there was a lot to be done in the training of skills right from the academic education stage to training at agency level so as to have good trained personnel at agency level as is evident from the following Tables 5.1, 5.2 and 5.3 on the basis of nature, experience and size respectively.

TABLE 5.1: TRAINING ARRANGEMENTS FOR FRESH APPOINTEES ACROSS ACCREDITATION

Training Facilities	Fully Accredited		Provisionally Accredited	
	No. of Agencies	Percentage	No. of Agencies	Percentage
On the job training	10	25	18	72
Training Schools	10	25	5	20
None *	20	50	2	8
Total	40	100	25	100

$\chi^2 = 16.0693$ and T.V. = 5.991 D.F. = 2 at 5% level of significance.

*They appoint only experienced people.

Table 5.1 indicates that 72 percent of provisionally accredited advertising agencies gave on the job training as against to 50 percent of fully accredited advertising agencies appointed only experienced people. On further analysis, it was found that 25 percent of fully accredited and 20 percent of provisionally accredited agencies also had their training schools. To have in-depth analysis, χ^2 test was applied to examine whether training arrangements depends on the nature of advertising agencies, χ^2 test was applied. The result inferred that the training arrangements were dependent on nature of the agency.

TABLE 5.2: TRAINING ARRANGEMENTS FOR FRESH APPOINTEES ACROSS AGE

Training Facilities	Old Agencies		New Agencies	
	No. of Agencies	Percentage	No. of Agencies	Percentage
On the job training	3	27.27	25	46.30
Training Schools	2	18.18	13	24.07
None *	6	54.55	16	29.63
Total	11	100	54	100

$\chi^2 = 2.5889$ and T.V. = 5.991 D.F. = 2 at 5% level of significance.

*They appoint only experienced people.

Table 5.2 shows that 18.18 percent old and 24.07 percent new advertising agencies also had their training schools while 54.55 percent old agencies preferred only experienced people as against to 46.30 percent of new agencies gave on the job training as old agencies felt that it was the wastage of resources and time and even they have to complete the target before the deadline so they appointed only those people who had already worked in some other agency. The result from χ^2 value depicted that the training arrangements were not dependent on experience of the agency.

TABLE 5.3: TRAINING ARRANGEMENTS FOR FRESH APPOINTEES ACROSS SIZE

Training Facilities	Small Agencies		Medium Agencies		Large Agencies	
	No. of Agencies	Percentage	No. of Agencies	Percentage	No. of Agencies	Percentage
On the job training	11	55	14	46.67	3	20
Training Schools	8	40	5	16.66	2	13.33
None *	1	5	11	36.67	10	66.67
Total	20	100	30	100	15	100

$\chi^2 = 15.9807$ and Tab = 9.488 D.F. = 4 at 5% level of significance.

*They appoint only experienced people.

Table 5.3 depicts the same results as the value of χ^2 regarding nature of agency showed that the training arrangements were dependent on size too as on nature of the agency.

Regarding continuing training the respondent gave the following replies as given in Tables 6.1, 6.2 and 6.3 across nature, experience and size respectively.

TABLE 6.1: IN-SERVICE DEVELOPMENT IN AGENCIES ACROSS ACCREDITATION

In-service Development Faculties	Fully Accredited		Provisionally Accredited	
	No. of Agencies	Percentage	No. of Agencies	Percentage
Conduct-in house Development Programme	3	7.5	2	8
Sponsor for Employees Development Programme	8	20	4	16
Sponsor for Overseas Programme	5	12.5	1	4
All above	10	25	1	4
None	14	35	17	68
Total	40	100	25	100

$\chi^2 = 8.87364$ and $Tab = 9.488$ D.F. = 4 at 5% level of significance.

Table 6.1 shows that 35 percent of fully accredited and 68 percent of provisionally accredited advertising agencies had absolutely no in-service training programmes, they did not try to improve the quality of their personnel at all. In contrast, only 25 percent of fully accredited agencies were such that went in for all types of improvement programmes, showing that their personnel had access to the latest changes in technology and techniques. These were those agencies which were probably on the top in the business. The nature of the agency had no impact on the opinion of respondents regarding the in-service development as was obvious from χ^2 value.

TABLE 6.2: IN-SERVICE DEVELOPMENT IN AGENCIES ACROSS AGE

In-service Development Faculties	Old Agencies		New Agencies	
	No. of Agencies	Percentage	No. of Agencies	Percentage
Conduct-in house Development Programme	1	9.09	4	7.41
Sponsor for Employees Development Programme	2	18.18	10	18.51
Sponsor for Overseas Programme	2	18.18	4	7.41
All above	6	54.55	5	9.26
None	0	00.00	31	57.41
Total	11	100	54	100

$\chi^2 = 18.78212$ and $Tab = 9.488$ D.F. = 4 at 5% level of significance.

Tables 6.2 regarding in-service development across age showed that the majority (57.41% new) of advertising agencies had absolutely no in-service training programmes, they did not try to improve the quality of their personnel at all as against to 54.55 percent old agencies that had in-service training programmes and went for all types of improvement programmes, showing that their personnel had access to the latest changes in technology and techniques. There were those agencies that were probably on the top in the business. The experience had impact on the opinion of respondents regarding the in-service development as was obvious from χ^2 value.

TABLE 6.3: IN-SERVICE DEVELOPMENT IN AGENCIES ACROSS SIZE

In-service Development Faculties	Small Agencies		Medium Agencies		Large Agencies	
	No. of Agencies	Percentage	No. of Agencies	Percentage	No. of Agencies	Percentage
Conduct - in house Development Programme	1	5	3	10	1	6.67
Sponsor for Employees Development Programme	3	15	6	20	3	20
Sponsor for Overseas Programme	0	0	3	10	3	20
All above	0	0	3	10	8	53.33
None	16	80	15	50	0	0.00
Total	20	100	30	100	15	100

$\chi^2 = 31.9078$ and $Tab = 15.507$ D.F. = 8 at 5% level of significance.

Table 6.3 revealed the same pattern as age of the agency that 80 percent of small and 50 percent of medium size advertising agencies had absolutely no in-service training programmes as against to 53.33 percent large size advertising agencies that went for all types of improvement programmes. The size had impact on the opinion of respondents regarding the in-service development as was obvious from χ^2 value.

It can thus be seen that there was too little emphasis on the aspect of training and development in advertising agencies. Majority of advertising agencies only had an on the job training facility. The quality of training needed overhauling and improvement. There was a total lack of concern with regard to inculcation of values, ethics and culture in the training programmes of the agencies. This probably was the main reason why there was such a high personnel turnover rate in advertising agencies. Proper personnel development was an important factor for retaining employees for long periods. When they knew that they were continuously getting a chance of learning new things and were getting exposure to the latest changes, there was better job satisfaction.

Due to fast changing era of technology in the advertising creativity area, the creative department people needed to be updated accordingly. To know the variation in practices regarding what programmes the agencies conducted in order to promote creativity, a question was also raised in this regard during the field survey of the agencies. The survey data in this regard are presented in Tables 7.1, 7.2 and 7.3 across nature, age and size respectively.

TABLE 7.1: PROMOTION OF CREATIVITY ON THE BASIS OF ACCREDITATION

Programs for promotion	Fully Accredited		Provisionally Accredited	
	No. of agencies	Percentage	No. of agencies	Percentage
Sponsor for attending workshops	6	15	1	4
Sponsor for EDP's	7	17.5	2	8
Sponsor for related programme	3	7.5	1	4
Nothing is done	24	60	21	84
Total	40	100	25	100

$\chi^2 = 4.3115$ and $Tab = 7.815$ D.F. = 3 at 5% level of significance.

Table 7.1 indicates that (17.5% and 7.5%) fully accredited and (8% and 4%) provisionally accredited advertising agencies sponsored for employee development and related programmes. Similarly, 15 percent of fully accredited and 4 percent provisionally accredited advertising agencies sponsored for attending workshops which helped in the employee's promotion. Further, 60 percent of fully, 84 percent of provisionally accredited advertising agencies had done nothing regarding promotion / improvement of their creative personnel's. This was an area that needed continuous refresher courses. With the fast changing technology and techniques there were great changes taking place in the creativity but this was being neglected by most of the new upcoming advertising agencies. The nature of the agency had no impact on the opinion of the respondents regarding the programmes for promotion of creativity was obvious from χ^2 value.

TABLE 7.2: PROMOTION OF CREATIVITY ACCORDING TO AGE WISE POSITION

Programs for promotion	Old agencies		New agencies	
	No. of agencies	Percentage	No. of agencies	Percentage
Sponsor for attending workshops	1	9.09	4	7.41
Sponsor for EDP's	7	63.64	3	5.56
Sponsor for related programme	3	27.27	2	3.70
Nothing is done	0	0.00	45	83.33
Total	11	100	54	100

$\chi^2 = 36.0058$ and Tab = 7.815 D.F. = 3 at 5% level of significance.

Table 7.2 shows that 63.64 percent of old and 5.56 percent of new advertising agencies sponsored for employee development and related programme. Whereas, 9.09 percent of old and 7.41 percent of new advertising agencies sponsored for attending workshops which helped in the employee's promotion. From χ^2 values, it was clear that the experience of the agency had impact on the opinion of the respondents regarding the programmes for promotion of creativity which was vice-versa with respect to nature.

TABLE 7.3: PROMOTION OF CREATIVITY ACROSS SIZE

Programs for Promotion	Small Agencies		Medium Agencies		Large Agencies	
	No. of Agencies	Percentage	No. of Agencies	Percentage	No. of Agencies	Percentage
Sponsor for attending workshops	1	5	2	6.67	4	26.67
Sponsor for EDP's	1	5	1	3.33	7	46.67
Sponsor for related programme	1	5	1	3.33	2	13.33
Nothing is done	17	85	26	86.67	2	13.33
Total	20	100	30	100	15	100

$\chi^2 = 30.2398$ and Tab = 12.592 D.F. = 6 at 5% level of significance.

Similarly, Table 7.3 depicts that the size of the agency had impact on the opinion of the respondents regarding the programmes for promotion of creativity was obvious from χ^2 values which was same as to the experience of the advertising agency. Personnel turnover being quite high in this business, the author inquired what the reason was for this. The respondents gave several factors, as are clear from Tables 8.1, 8.2 and 8.3 across nature, age and size respectively.

TABLE 8.1: FACTORS LEADING TO PERSONNEL TURNOVER ON THE BASIS OF ACCREDITATION

Factors for Personnel Turnover	Fully Accredited		Provisionally Accredited	
	No. of Agencies	Percentage	No. of Agencies	Percentage
Gap in demand-supply	20	50	5	20
Monetary attraction	26	65	1	4
Cannibalization by Agencies	18	45	7	28
High ambitions/Ego problems/ Career Consciousness	22	55	25	100

TABLE 8.2: FACTORS LEADING TO PERSONNEL TURNOVER (AGE – WISE POSITION)

Factors for Personnel Turnover	Old Agencies		New Agencies	
	No. of Agencies	Percentage	No. of Agencies	Percentage
Gap in demand-supply	10	90.91	15	27.78
Monetary attraction	6	54.55	21	38.89
Cannibalization by Agencies	9	81.82	16	29.63
High ambitions/Ego problems/ Career Consciousness	11	100	36	66.67

TABLE 8.3: FACTORS LEADING TO PERSONNEL TURNOVER (SIZE – WISE POSITION)

Factors for Personnel Turnover	Small Agencies		Medium Agencies		Large Agencies	
	No. of Agencies	Percentage	No. of Agencies	Percentage	No. of Agencies	Percentage
Gap in demand-supply	5	25	13	43.33	7	46.67
Monetary attraction	10	50	11	36.67	6	40
Cannibalization by Agencies	6	30	8	26.67	11	73.33
High ambitions/ Ego problems / Career Consciousness	17	85	15	50	15	100

Tables 8.1, 8.2 and 8.3 reveals that the gap in demand and supply of the talents needed is a very important factor and majority of the sampled agencies found this to be a reason for personnel turnover. This proved the author's assumption that there had been better training facilities, the shortage of talent would not be so great. The other factors like monetary attraction, ambitiousness, career consciousness and ego problems could be categorized as one since they all meant the aspiration for better status and amenities. This led to the last factor—cannibalization by agencies. Since the personnel could be lured by extra amenities and there was a shortage of talent, the agencies strong baits when they acquired new business.

The survey thus showed that the high rate of growth of advertising business was the foremost reason of high personnel turnover. Due to this the demand of talented people, especially of the creative area, had outstripped the supply of experienced, knowledgeable and capable people who had got some track record. And, this gap between demand and supply was the most important reason for personnel turnover. The agency which had not got a very talented person but had acquired a larger account would offer a fancy salary to lure a creative or servicing person from other agencies. Again, agencies, which were short of talent, were so desperate that they accepted second or even third level creative persons of a more experienced agency, and offered him high designations i.e. what is meant by "cannibalization by agencies". In this general atmosphere of agencies searching for talent, some creative or servicing people, who had one or two clients under their belt, got inflated ideas of them and accepted the job offered. This has been depicted in the above discussed Tables 8.1, 8.2 and 8.3 across nature, experience and size. The most important thing to retain personnel and keep them satisfied the basic management tenets of fairness, equity, sympathetic, motivation, work environment, reward, etc. if the top management can create the feeling of responsiveness in their personnel, it will be the foremost way of controlling turnover.

The second way is to give the personnel exciting and challenging work. The atmosphere of stimulation that comes from challenging brands, good clients, even if they are few, is another way of controlling turnover.

Proper training and development is another important factor. New entries are usually given some sort of an induction programme. But after they have completed two to three years in the agency it is more important to give them proper stimulus. A few agencies do conduct some training programmes

periodically and others also sponsor their personnel for Employees Development Programme's. This is necessary especially because every time there is something new coming up in the business of advertising e.g., brand positioning, strategic planning, financial planning, etc., smart agencies do give people some orientation on the latest concept. As far as an ongoing training programme is concerned the author found that no agency has really developed a systematic ongoing programme.

CONCLUSION

A good system of training, induction and familiarization is very powerful in motivating professionals. Hence, it is suggested that training and development should become a part of the agency policy. In other words, agencies should seriously look into the human resource development factors in order to retain their personnel and motivate them to give better job performance thereby improving the working and operation of the agency by adopting these types of strategies in the advertising agencies.

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