MEDIA CRISIS AS A MEASURE OF RESPONSIBILITY OF MEDIA EMPLOYEES [a]

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Abstract

Numerous challenges and problems the media have faced in recent years, followed by the disappearance of many, resulted in a diagnosis of their global crisis. This situation has forced many media practitioners and theorists to think more about the situation and actively work on its interpretation to find a strategy for survival. Many of them, however, do not bring success, but only increase the problem because they represent a shift from the original role of journalism and the quality of the journalism. Therefore, the reversal of this logic is imposed as a response to the accumulated problems, and attempt to end the crisis. It also stresses the importance of the responsibility of media employees, especially those who run and organize media work – management, and the media content as its consequences. The focus of this article, therefore, is to try to illuminate this often unjustly neglected context, pointing to its importance, and hence the possibility of formulating of a media model that would allow a long-term stability for the media today.

Key words: The media crisis, Traditional media, Media management, Media editing, Media business.

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КРИЗА МЕДИЈА КАО МЕРА ОДГОВОРНОСТИ ЗАПОСЛЕНИХ У МЕДИЈИМА

Апстракт

Бројни изазови и проблеми с којима се медији суочавају последњих година, а који су узроковали и нестанак многих од њих – подстакли су и дијагнозу о њиховој глобалној кризи. Такво стање приморало је много медијске практичаре и теоретича- ре да се замисле над ситуацијом и активно раде на њеном тумачењу и проналаску стратегија за опстанак. Многе од њих, међутим, не доносе успех, већ само увећавају проблем, јер у средишту имају мере које значе отклон од изворне новинарске улоге и квалитетног извештаја. Стога се преокретање те логике намеће и као одговор на нагомилане проблеме и покушај изласка из кризе. На тај начин, наглашава се и важност одговорности запослених у медијима, а посебно оних који њима управљају – медијског менаџмента, односно њиховог приступа и медијског садржаја као њего- ве последице. Фокус овог текста стога је на осветљавању тог, често неоправдано занемареног, контекста, указивањем на његову важност, а стога и на могућности формулисања медијских модела који би омогућили дугорочнију стабилност ме- дија данас.

Кључне речи: криза медија, традиционални медији, медијски менаџмент, уређивање медија, пословање медија.

INTRODUCTORY REMARKS

The adaptation of media to the current challenges, given the indis- putable importance of their role in society, is rightly labelled as extremely important. Failures in these efforts resulted in the crisis of the media, primarily for many so-called traditional media, and marked the end for many of them. In these circumstances, media crisis is often equalized with the crisis of journalism, blaming journalists for its outcome. This is, certainly, a wrong interpretation, because, as many experts warn, the "su- preme responsibility lays among those who manage media and their com- petence" (Cole, 2004; Chan-Olmsted, 2006). Current media crisis essen- tially means the failure of management (*owners, directors, editors*) to found new models of media organization and business in new circum- stances, which would provide survival for their media companies (Begović, 2002; Gade, 2004).

That is why we should primarily analyze those who govern them (management). One of the crucial topics today is certainly – how eco- nomic conditions affect their role and how they (management) motivate their employees to perform their job considering poor economic condi- tions? It is, therefore, necessary to analyze the work of management first- ly. It can show us the problems that are affecting the management, but al- so to leave enough space for them to provide us with a different perspec- tive. Examples of successful and less successful models can lead us to opportunities for positive change.

MEDIA RESPONSIBILITY IN PRACTICE

Serge Halimi, director and editor in chief of "Le Monde Diplomatique", believes that "journalists have no power and influence on defining direction in which their newspapers go" (2016). If we start from the question of what can be done in order to preserve the original role of the media and journalism once seen as a socially very responsible business, Sandra Bašić Horvatin points out that "media employees must stand in defense of this goal, emphasize their position and indicate their problems" (According to Balkan Insight, June 2017). The big problem is the fear (intimidation) and the lack of interest of media actors for their own situation. This is also revealed in our national media landscape, though it's not its exclusive characteristic. Speaking about the Slovenian newspaper "Delo", whose employees (especially journalists) were massively fired in 2016 and 2017, she also notes this problem, which manifests itself "through a lack of solidarity among media workers, but also through their lack of interest for the problems that directly affect their working environment" (According to Balkan Insight, June 2017).

We obviously must first dig deeply into that what is supposed to represent their tasks and responsibilities. To be honest, they are often insufficiently visible and undefined, but it does not mean that it is impossible to try to point out what they should comprise. Mirko Miletić points "the importance of a broader understanding of the interdependence of the social environment, media system and management, also as different levels and functions of management" (2006, pp. 33-41). He also realizes that this issue is followed by a problem of understanding of the management role, which only complicates the possibility of analyzing their responsibilities, primarily as a result of the traditional understanding of management, which is reduced to the so-called Media Business Management, where this feature is "reserved for professional managers" (2006, pp. 33-41). This situation well coincides with Serbian media, where management people mainly have no experience in management, or, in turn, do not know much about the nature of the media process.

If we adopt these remarks, then we are on the right track in looking at the organization and responsibility in the media. In this way, we will see who has the leadership responsibility to determine the direction of media work, whether they belong to the business or editorial sector. The primary task of management is to achieve organizational goals and efficiently use resources to maximize profit for their companies, as well as the fulfilment of the obligations that the media have to the public. This second aspect of their accountability is often overlooked, because of the pursuit of profit. It means betray to the core principles of quality journalism, which should be the "last defense of the media in dealing with current challenges, such as impacts of advertisers, politicians or technological development" (Kljajić, 2011).

MEDIA AND EFFECTS OF THE CRISIS

Tasks and Consequences within the Media Work

Global media crisis, a problem to deal successfully with the challenges of today, was also influenced by the fact that many of them become the environment with a bad business atmosphere, where the media professionalism is discouraged, and even punished. Hence, perhaps, that is why the journalists are unjustifiably charged for the media crisis, although it is not originally their fault. The functioning of the media for decades has been followed by the instability and that goes hand in hand with the process of their growing control by external actors, although the "independent media is very much important for the effective functioning of democratic societies, that depends on their adequate information of the citizens, encouraging transparency and better communication, which indirectly impacting the economic development of these societies" (According to Steyn, 2007, p. 6).

Thus formulated role of the media at the same time points to some of the main challenges they face today, due to the lack of financial resources, but also the will and skills and true desire of media actors to properly deal with them. Such an attitude produces mismanagement and professional negligence of employees, but also bigger problems and even shutting down the media. Behind it all is always the lack of interest for the responsibilities of employees in the media, as well as for the quality of management.

The role of management, in turn, implies the implementation of specific tasks and competencies, to which they are often unaware or which they deliberately forget to avoid their responsibility. Theorists, however, indicate that "their duties include basic dimensions and related tasks that follow such responsibilities," where basic "[involvement of] planning, organization, management and control, and following are the organization of communication, employee motivation, decision making, maintaining discipline and delegating tasks; while competence in relation to the tasks include awareness of the global challenges, the so-called self-management (in theory, it's the basis of successful management, assuming the responsibility and knowledge of the weaknesses and the quality of employees), planning of processes and tasks, as well as the implementation of the administrative work, organization communication and teamwork" (According to Lussier, 2003; Cole, 2004). Achieving these tasks and possessing the above competencies is "a prerequisite for quality management, and then an equal media product and market position of the media" (Steyn, 2008:4).

If we consider the Serbian media, it can be said that "the greatest weakness can be seen in the field of business management, and that is why researches should be directed towards the analysis of these weak-

nesses, which may lead to the creation of appropriate business policies and training of those who govern media, because it is more useful than the training of journalists" (Begović, 2002, p. 30). Begović also notes that "we are lacking in quality and professional managers, because those jobs are mostly carried by experienced journalists who are practicing for this job, and that is why the management role is mixed and undefined" (Begović, p. 25). Although painted in various colors, such landscapes primarily depend on the ownership structure (and influence) over a particular media outlet, but it is also marked by improper or at least insufficiently trained media management. In this respect, we can notice certain dominant profiles; two of them actually; such as experienced journalists (usually loyal to the owner; whether private or ruled by the current state nomenclature) who come to this position thanks to their recognition by the public, and, above all, thanks to their willingness to accept and implement every wish of those who appointed them. As such, the employers who elect them recognize them as acceptable enough, but they are also acceptable for the public for which the content should be designed. The motive for their choice, therefore, is primarily political and market oriented, and it does not have professional and qualitative nature. At the other extreme, we can notice those people who come from the so-called corporate world, predominantly framed by the assessments of possible cash profits, without a lot of (or often without any) knowledge of the specifics of the media role and work. Their choice is motivated by the desire for the media to become a useful tool for the realization of primarily economic interests. In both cases, the media and their employees are primarily seen as a tool of fulfilment of particular (private) interests, often driven by a short-term nature. That is the reason for which such media are rarely sustainable (they rise and fall following the impact of the nomenclature behind them), causing that they rarely achieve wider social relevance and the opportunity to become "media institutions" with wider national and public interest. It can, therefore, be concluded that there exist a very small number of professionals in our media landscape that are theoretically and practically trained and proven in the field of media to monitor and identify market trends and properly understand the local and global social context. But this already leads us into the broader topic of (dis)functionality of our social elite to serve broader social and national interests, rather than narrow-particular interests, which we have described in other works (Cvetićanin, 2018), and thus we will not deal closely with it in this text, keeping exclusively to its primary theme – the relationship between successful and responsible management and functioning of the media they are managing.

The theme of management responsibility, however, is often overlooked, both practically and theoretically, causing researchers to give up in advance from the idea that it can lead to a collection of adequate in-

formation on the method and the effects of their work. Thus, the role of management remains undefined, although their duties and competence, according to our hypothesis, are of the utmost importance. In our media space, they are usually reduced down to improvisation, without a clear strategy and respect of values, opening space for unprofessional work. Relevant literature, however, stipulates that "the primary responsibility of management is directed towards achieving organizational goals and efficiently use of resources for maximization of profit and fulfilment of the obligation of the media to the public" (Steyn, 2008, p. 5). The other aspect of such responsibility, as already noted, is ignored due to the struggle for profit. This causes the ignorance of high-quality journalism, to which we should all strive, and which becomes disabled because the practice of the media becomes organized with "predetermined scenario that leads us the creation of hegemony" (Salmon, 2010, p. 94). The result is professional irresponsibility and bad media product, and that, paradoxically, although it often goes unnoticed, leads us to greater problems ─ that is why we should accept the recommendation that the media will not quite succeed in their business intentions, if they ignore quality journalism, because the stability of the audience is made by the knowledge of the market, spotting opportunities and improving satisfaction of that public by media content ─ therefore, we can also conclude that any strategy for further development (survival) of the media must involve a return to the original principles of the role of media and quality journalism and media content.

Described problems are global and cannot be attributed solely to Serbia and this region, because we also observe them in the areas with more developed economic characteristics, which are allegedly better able to practice and pronounce media rights and freedoms. The consequences are, though, more tragic in those media systems (such as ours) that are economically and legally insufficiently based ─ sometimes even fatal for the media survival.

Media Professionalism and Integrity as a Stock for Survival

The level of media professionalism and integrity, as specific factors of influencing models and result of media work, cannot be interpreted separately from the external influences on the media. Most of them are manifested through the impact of the money on the media, which is mainly manifested through advertising (or no advertising), which is the undisputable main source of income for most of them. Actual challenges and negative consequences dictated by the impact of technology are only further encouraged with the possibility of such influence.

Many representatives of the advertising industry often evaluate media success by measuring the percentage of advertising within them. The space

for reporting is narrowed in such frameworks, because otherwise there would not be enough money for the normal functioning of the media. Such an approach is contrary to the postulates of quality journalism. Even the recommendations of marketing experts, such as agency "McInnis & Associates", state that management is primarily responsible for everything that will appear (or not), and that the primary objective must be the accurate reporting, in accordance with current "in reader-friendly way" recommendation for media. It is emphasized that the work of journalists is quite limited by the need for the greater space for advertisements. Many experts are, therefore, inclined to think that the "negative convergence" between editorial and advertising sectors happened and produced such outcome.

The study "Importance of media integrity: Restore media and journalism in the service of the public" analyzes the five countries of South-Eastern Europe (*Albania, Bosnia and Herzegovina, Croatia, Macedonia and Serbia*) with the aim to "identify and explain the sources and mechanisms that systematically corrupt the role and ability of the media to serve democracy" (Petković, Bašić-Horvatin and Hodzić, 2014, p. 28). Through this review, an understanding of the broader context of the challenges, faced by the media and their employees is provided by focusing on those aspects of media systems that bring certain risks to the media integrity, and therefore affect "the attitude of the media towards the public interest: the development of media policy, ownership and financing, the functioning of public service, and the situation for journalists and journalistic practice" (Petković, Bašić-Horvatin and Hodzić, 2014, p. 28). At the end, they recognize the existence of "obstructive patterns that prevent the media to serve the public interest, which appear in all media systems", representing the "system of corrupt relationships that pervade the media sphere infecting all its parts, from media policy to journalism as a profession" (Petković, Bašić-Horvatin and Hodzić, 2014, p. 28).

It is determined that the integrity of the media, as the aim pursued by the analysis, can be achieved "only if there is a consensus that the media are obliged to serve the public interest and meet the communication needs of citizens" (Petković, Bašić-Horvatin and Hodzić, 2014, p. 44). It further concludes that "the analysis of the structural and institutional constraints of journalistic work points to the insufficient capacity of journalists to oppose relationships that prevent them from functioning as a force of democratization", and that "because of the bad economic environment, but also because of the inability of journalists to unite and effectively advocate for their professional interests, media are captured by powerful political and economic actors" (Petković, Bašić-Horvatin and Hodzić, 2014, p. 128). Therefore, they recommend the "re-regulation of the media system, which will enable the conditions for economic viability of media business, and regulation of financial flows in the media, so they can provide its economic independence, with efficient self-organization as the

only solution for the rescue of the journalistic profession from the crisis". When it comes to Serbia, it is estimated that "media reforms, which have been ongoing for more than a decade, did not create the conditions for the development of the media as an institution of democracy" and that "the media are prisoners of the current financing system, that makes them dependent from financial resources which are outside of the media market (business and political groups), rather than the audience for which they exist" (Petković, Bašić-Horvatin and Hodzić, 2014, p. 129).

The weakening of professionalism and integrity are a direct result of the described situation. The result is certainly the low-quality content, but the very existence of the media could be jeopardized. This, in turn, is rarely seen as such, although this relationship that leads to the loss of credibility and business failures is obvious. In the game of jugglery, also recognized by the participants of research which inspired this paper - between the acceptance of "necessary evil" from the outside influences and the efforts to preserve the editorial stability and trust of readers; the key role lays among those who manage media ─ "the consequences of mismanagement are tragic if they neglect the importance of the balance within media processes that leads to the bad management, due to the short-term financial or other interests" (Penezić, 2018).

The Dominant Media Practices and Orientations

Within media studies, we can usually notice two types of the interpretation of the role of media that are most often encountered and mostly opposed to each other: one that primarily sees media as a regular business structure (like any other), and the other that reminds us about their specific responsibilities towards wider public interest. In such a context we can notice two kinds of arguments, which are both the result of selective observation of media reality and the gap between media theory and practice.

Croteau and Hoynes once reminded us about a well-known statement given by "Mark Fowler, President of the U.S. Federal Communications Commission during the administration of Ronald Reagan, who stated that 'the television is a just another technical device' comparing it to 'a toaster with pictures, noting that in contemporary media theory we can find two basic approaches or two models of thinking: *Market* and *Public Sphere model*" (2006, p. 27), where the first assumes that "citizens are primarily consumers who have an interest in buying media products (as well as any other), but the media can't be observed just as another product that will be used by the consumers – so that is why the second model suggests that media is a sources for important information with education functions too" (Croteau and Hoynes, 2006, p. 27).

If we reduce our approach to the analysis to economic indicators of media work, it also inevitably leads to these funds. Numerous authors are because advertising has a great importance for many media, and that ad-

vertisers deliberately target consumers, measuring their quality and quantity. When they secure their income, they can continue to invest and control the process of selection of information within any market. This is not positive impact for high-quality information. Thus, with reference to the necessary economic interests, media produce a biased picture of reality, which is, in fact, a hidden promotion of certain particular interest. In this way, having in mind that kind of influence on the media, advertisers are becoming the most effective instrument of influence on their editing, which is usually in the hands of economically or politically powerful individuals and groups. It is, therefore, also clear who gains the most benefits at the end of such process, and it is not the media. That is how we come up with the opposition dominant views on the role of the media.

The selection of adequate models of media, therefore, is a matter of paramount importance. The basic starting point for finding a recommendation in this regard is the analysis of media organizations. Long time ago, Conrad Fink announced that "comes the time that will be perfect for those media managers who know how to inspire, organize and influence the development of their employees and the media, in order to adapt to changes; while those who are not capable will be in trouble" (1987, p. 55); and that success is a matter of "long-term planning and adequately tailored agenda, transparent business and good methodology – professionalism at all levels" (1987, p. 55). Peter Gade analyzed media challenges from a perspective of probably the world's most developed media system, such as those in the USA, analyzing the desirable profile of a journalist, pointing out that "the media today have a need for journalists with different skills, ready to be a part of the team. He also emphasizes the importance of creating proper conditions for journalists: "to provide them with peace and freedom, so they can make revolutionary stories" (2004, p. 126). The US Department of Labour has long recommended for the journalists to focus more on writing for online platforms. It increasingly leads them to the status of freelancers, which in financial terms is more effective. Presenting the findings of his and other related relevant studies, Raynald Beam managed "to show the relationship of media employees in the US in relationship to the media business objectives, defined within the editorial policy of these media outlets" (2006, pp. 169-185). Those data indicate that "the journalists' satisfaction towards their work, and their motivation to do their job professionally, is deeply associated with their impression of business goals, defined by their superiors, and that journalists are less satisfied with media orientation to the profit making organization, and more if they recognize that their employers recognize quality journalism and value moral of their employees in a right way" ─ he also notices that "their job satisfaction is higher when they have a sense of independence and direct communication with superiors,

having in mind the fact that their satisfaction is also closely linked with the role they have" (Beam, 2006, pp. 169-185).

According to most of the opinions, media must go back to the roots and a tradition of quality journalism, which is a sort of guarantee for a better market position as well. More specifically, it is noticeable that this practice is betrayed nowadays, because they follow short-term interests and interests of big capital, opposed to the importance of maintaining the proper attitude towards the long-established values. If we take into account the current global media trends such as commercialization and tabloidization, we can also see that they are finding fertile ground for their development in the circumstances of economic and cultural poverty, as well as the permanent political instability, which together adorn our media framework, those trends just producing negative consequences.

At the beginning of the 21st century, IREX presented findings of its research at the forum *Tabloidization of Daily Newspapers in Serbia*. At the presentation, Snježana Milivojević noted that the press in Serbia is "in a strong tabloidization process, and Serbian tabloids, compared to similar newspapers in developing media environments, are specific for their interest in political life," while Stevan Niksić, however, pointed out something that is often lost from a sight – that "the tabloids in developed countries are serious newspapers, for which facts are sanctities", and what distinguishes them is "a subjects and manner of interpretation" (According to Media Center, 2005)[1]. In this study, realized 15 years later, Zoran Panović notes the "dominance of the dark tabloids in our country, characterized by their political control" (Penezić, 2018, p. 134). The functioning of such media, therefore, is just a cover for the promotion of hidden interests, and their work is often not in the service of the protection of media survival.

These trends, which arise from media represent primarily the desire for quick profit at any cost, are now reaching their peak encompassing nearly all media. The Serbian media are no exception. It is a phenomenon which contaminates the entire social space, in order to achieve interest of media controllers. In a process framed in such context, which clearly produces enormous damage for the media, but also for the whole society, equally responsible are the most powerful social actors and media managers who show indolence and irresponsibility for consequences, which are bad for almost everyone, except for those who benefit economically, politically, or in both ways.

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[1] According to the report of the "Media Center", published under the title "Tabloidization does not exclude professionalism". Available at: http://www.mc.rs/tabloidizacija-dnevne-stampe-u-srbiji.515.html

Editorial Changes as a Response to the Challenges

Given the fact that the media content is its main product, from which they produce their impact (and thus business results), an adequate access to edit and management strategies in the new market conditions are particularly important. Some authors, like Terhi Rantanen, analyze the importance of globalized communication, stating that "the media will survive if they are able to cover as much of the local news and make them globally accessible and relevant" (2007, p. 11). The same feeling is shared by newer guidelines, such as highlights by Joseph Turow, which estimate that "media executives must think about the audience, by putting themselves in their position, bearing in mind that the media business cannot exist without content which attract audience" − that is why the basic questions are:

- What do you think about the audience, how we define our audience?
- Will the content they plan to expose their audience to be appealing?
- Will the audience be attracted by our content? If so, why (and vice versa)?" (2012, pp. 77-78).

Change in the approach of media organization is emerging as a necessity. A good part of the changes needs to engage the creation of different editorial concepts. It is also necessary, as pointed out, to replace the concept of control with the concept focused on engagement and interaction, and management must focus more specifically on development. Amy Kovac-Ashley from *American Press Institute* notes that "it is important to realize what journalists want to learn, as well as what the newsroom is necessary to know and do in terms of how to organize its work in the right way, but the trouble lays in the fact that there is less time for such, more comprehensive approach" (2017). Therefore, many advocate for the idea that the way to establish a new model of media is a key issue for the success of management. The theme of management responsibility, however, is often marginalized, which is the main thesis of the research conducted in this text, confirmed in many parts of it.

When it comes to Serbia, examples are even drastic. The media, however, do not gain much for itself from such work. Those benefits are reserved to those who control the media, directly or indirectly, not caring much for their long-term status in the market. It is also not clear whether the Serbian media meet the current challenges with a readiness to respond to them. In addition, it is questionable to what extent their key players can adapt to the new context of work in a situation of exposure to the strong influence from different external factors. Unfortunately, we must conclude that the small number of media recognizes the importance of these notes. Those who have realized this have been able to fight for a stable public, which, apparently, is the only long-term reliable support for their survival.

The main task of the media today is to try, despite all difficulties, to examine the changes and achievements from different editorial concept and media business model and form a model of media work that has a perspective in current circumstances. Globally, we can also easily notice a declining number of media that are able to adapt and fight at least for maintaining their current position in the changed circumstances, in which the financial profit in the media market levy to those originally "non-media" actors, such as "Google" and "Facebook". Those examples are, therefore, worthy of specific analysis. Rick Edmonds analyses such examples, by seeing *The New York Times* as one of them, where "the number of subscribers to the digital platform (website) exceeds those who buy the print edition (in double), but where nearly 70 percent of total revenues continues to be earned from a print" (According to the Poynter Institute, 2017). Another example is *USA Today*, and that is why Kaiser Marty indicates (the ratio of Ron Smith, its editor-in-chief, related to their challenges: "he admits that he is intolerant to those who are not ready to work continuously on their self-improvement in order to be a part of the modern media streams, since the technology allows media to reach a larger audience — it is necessary, therefore, to conclude that the survival depends on everyone in the media industry: 'those who have the greatest responsibility are not people with fancy titles and offices, but those who create the spirit of community, encourage creativity and make the work done in the best way' — it is necessary to learn from mistakes, and he is trying to follow something he called "The three C's tactics", which means communication, community and creativity, which, he believes, is essential" (According to the Poynter Institute, 2017). He is aware that you cannot control everything, but to strive to be a leader with integrity. However, he is also aware that it is not possible to work without fault, nor is it necessary, but that the essence of good governance is constant training that should lead to reducing mistakes to a minimum.

CONCLUSION

It seems quite certain that behind each of these positive examples standing serious knowledge of the media market and changes in it — basically, it is an issue of adequate media management and trained and professional staff, especially those in the most responsible positions. Long ago, Underwood noted "negative trend of publishing 'light' content that could cause the collapse of the values for which the generations of journalists fought," because it is clear, by analyzing the operation of large media corporations that dominated the media market back then, that they "were following their request for high profits and so-called reader-friendly journalism, which actually bind the hands of journalists and turn the direction of information to the creation of another kind of socially

useless content" (1993, p. 88). Unhappy with these trends, he stressed "the importance of understanding of the real situation and economic conditions for the media, questioning the growing impact of economic pressures, changing patterns of media management and business, as well as the impact of global trends and morality of employees" (Underwood, 1993, p. 88).

However, the market is proving that there are media that have, with more or less success, endured the test of time. Some have been here for decades and some of them are fully self-sufficient, while many, especially in Serbia, still are, in truth, alive mostly thanks to the help of the state and its institutions (primarily as an advertiser). In Serbia, certain commercial media with less tradition also prove their "toughness" in the current era, with all its characteristics described above, which are discouraging for the operation of traditional media models. Zoran Panović estimates that it is difficult to "invent hot water" and a universal solution that would guarantee the survival of all media ─ that is why it is a matter of everyone individually to find their "secret spice," which is often inexplicable, but can help them to survive (According to Penezić, 2018). We show that such "secret spice" is hiding mainly in the functioning of the media management that has a special responsibility to bridge the gap between the demands of professional journalism and the demands of advertisers and market, guiding the functioning of modern media. Bridging the gap can be a matter of an understanding of global change and the real market range, as well as the importance of building the integrity of the media and media employees. It represents the main feature of that "spice". Although it is not the same for all, it can mean a finding of a strategy for survival in these unstable, but also exciting, global media context, for all of them who practice it in all its variations.

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КРИЗА МЕДИЈА КАО МЕРА ОДГОВОРНОСТИ ЗАПОСЛЕНИХ У МЕДИЈИМА

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Резиме

Бројни изазови и проблеми с којима се медији суочавају последњих година, а који су узроковали и нестанак многих од њих – подстакли су и дијагнозу о њиховој глобалној кризи. Такво стање приморало је многе медијске практичаре и теоретичаре да се замисле над ситуацијом и активно раде на њеном тумачењу и проналаску стратегија за опстанак. Многе од њих, међутим, не доносе успех, већ само увећавају проблем, јер у средишту имају мере које значе отклон од изворне новинарске улоге и квалитетног извештаја. Стога се преокретање те логике намеће и као одговор на нагомилане проблеме и покушај изласка из кризе. На тај начин, наглашава се и важност одговорности запослених у медијима, а посебно оних који њима управљају – медијског менаџмента, односно њиховог приступа и медијског садржаја као његове последице. Фокус овог текста стога је на осветљавању тог, често неоправдано занемареног, контекста указивањем на његову важност, а стога и на могућности формулисања модела који би омогућили дугорочнију стабилност медија данас.

Питање адаптације медија на актуелне изазове, с обзиром на неспорну важност коју имају у друштву, с правом је означено као изузетно важно. Неуспеси у таквим настојањима за резултат су имали кризу медија, која је, пре свега за многе тзв. традиционалне медије, ² означила и крај. У овим околностима, шира јавност, али и бројни доказани експерти, кризу медија изједначавају и с кризом новинарства и кривце траже у новинарима. То је, како извесно можемо закључити, непотпуно тумачење, јер се, како многи упозоравају (Cole, 2004; Chan-Olmsted, 2006; Redmond, 2007...), пажња најпре мора усмерити ка улози оних који диктирају медијско функционисање – менаџменту, њиховој компетентности, одговорности и свести о изазовима.

Наиме, с правом се упозорава на то да актуелна криза суштински представља неуспех менаџмента (власници, директори, уредници) да у новим околностима пронађе моделе организације рада и пословања медија који би били адекватан одговор на њих (Беговић, 2002; Gade, 2004...). Стога се поставља и питање шта можемо закључити из рада медија, посматрајући како они који њима руководе (менаџмент) реагују на промене и проблеме. Једна од круцијалних тема данас је свакако то како економски услови у одређеној средини утичу на њихову улогу и то како, примера ради, менаџмент мотивише своје запослене да професионално обављају свој посао у условима све мањих и нередовних новчаних примања. Неопходно је зато прво анализирати рад менаџмента. То може показати који проблеми утичу на управљање медијима, али оставити и простор да наведу и другачије перспективе. Примери успешних и мање успешних модела су и практично корисни, јер могу показати и могућности за позитивну промену.

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² Термин „традиционални” означава медије настале пре појаве тзв. нових медија, који почивају на интернет технологијама и стога су део тзв. дигиталних заједница формираних са развојем интернета.