

The Pandemic's Impact on Media Industry Work Routines

Marilee Morrow*

Department of Communication, Marietta College, Marietta, USA*

Abstract: The digitization of the media industry was not as much of a change for the consumer as it was for the practitioners. Professional lives were immensely impacted by those changes (Morrow, 2017). However, a shift of even greater industry significance - and even bigger personal impact - came with the COVID crisis. The pandemic put the industry on another trajectory and produced a research gap that deserves attention. The focus of this research is on the transformation of industry traditions during the pandemic and the direct and personal implications for the people working in the media industry.

Keywords: Media Work Routines, Pandemic Work Changes, Media Industry Outcomes from COVID Shut Down.

INTRODUCTION

The Pandemic's Impact on Media Industry Work Routines

Most media consumers have routines they adhere to when looking for information. Whether they read traditional newspapers and watch cable television news programs or scroll through a platform like Facebook and click on TikTok notifications when they pop up on their phones, consumers typically follow habits that evolve along with the technology to gather what they need to go about their day.

Media practitioners have routines, too, and they rely on them to get their jobs done in a timely manner. In fact, the long-term success of media practitioners is reliant on the ability to adjust their routines as technology changes. For example, media's digital transformation, which started to be widespread in the 1990s, required more adaptations for the practitioners than for the consumers; media professionals' lives were dramatically changed by updates in technology but the personal changes were not necessarily widely articulated or documented (Morrow, 2017).

However, little did media professionals and researchers know, that digital transformation would be no comparison to the changes forced on them starting in March 2020 from the worldwide COVID-19 shutdown. In a swift move, media organizations had to figure out how to continue to function, or not, during a lockdown, quarantine, and resource shortage. Supervisors had to over-utilize employees with an exceptional professional flexibility and better-than-average technological know-how because not every employee could cope.

The pandemic forced industry routines onto a different trajectory and produced personal, yet not necessarily expressed, experiences that should be documented. What exactly were the people who were working in the media industry through the pandemic thinking and encountering? What made them frustrated, and what made them proud? What has their day evolved to be like now? It's important to document this transformation of industry standards that had direct and personal implications for media practitioners. The overall intent of this research is to create more understanding about how media workers functioned during the pandemic and any remaining impact on workflow from the crisis now.

METHOD

During the spring and summer of 2024, 154 separate responses were collected from individuals who live in eight different countries (Australia, China, India, Nepal, Philippines, Switzerland, New Zealand, and the USA). Some interviews were conducted in-person. Others were mediated (phone, video conference, or email/message). Subjects were

provided the assurance that no participant would be identified by name. Also, respondents were told their employers and specific technology would not be identified. While discussions and responses were varied, all were presented with the same six questions.

RESULTS

Below are the questions and replies. Redundant answers are not listed. Some subjects did not have responses to all questions.

Please describe what happened with your workplace as a whole and you specifically as shutdowns began to be implemented.

Work from home, although some of us living nearby walked to work. We stopped our print editions.

Basically, the workplace closed, and we all worked from home

Home office for more than a year.

Home office on and off. Daily testing. Frequent quarantine. Travel restrictions.

We had to stop printing the paper for at least 6 months and the paper ceased some parts of our operations such as printing and physical distribution. Personally, I was forced to find ways to continue our coverage amid the shutdowns and limited movement.

The first move was that the newspaper fired nearly a third of the editorial and non-editorial staff and asked existing staff to take restructured salaries.

I was one of the first staff asked to work from home because of a distant potential exposure. As shutdown began all non-essential staff were sent home, and work from home strategies were established.

We were moved out of the newsroom and into working remotely from home with our laptops. It wasn't until late 2021 that we began going back into the physical news station to resume our work regularly.

Many staff were asked to work from home with short notice, including some reporting and production staff (this included me). Some crucial broadcast staff (TV/radio reporting, camera operators, presenters) were still required to attend. The newsroom was split into two teams, working on different floors of the building, with staff on one team told not to have any contact with the other (in case an infection was detected in one team and everyone in that team had to isolate). Masks were compulsory in the office.

At the time, I was working for a [public radio program]. The staff of 40 was told to stay home, except for four of us. I was one of the four.

On March 20, 2020, [my employer] made the decision to close the sets to outside guests. This impacted our 24-hour sales event which would include multiple-hour shows over the course of 24 hours and millions of [retail] sales. We suggested and were approved to be the first product to sell "live" from our homes as a [special sale] during the pandemic and paved the way for all others to follow.

A few employees were laid off immediately since all our events were canceled for the first month or two. My workload skyrocketed as I switched from live events to managing esports events. Workday went from 8 hours to 14-16-18-hour days. It was implied if shutdowns continued my job was the next to be cut.

We went 100% remote/off-site.

I ended up working from home three days a week and going into the office two days a week from March 2020 to March 2021.

I was actually in [a large city] managing a courtroom install for the US District Courts a couple days in when we were told to mask up and go home. We had to document all the gear, take pictures and ultimately not return for three months. I was concurrently freelancing for [two large network broadcasters] and others and I lost 40-50 days of work in a three-day period around this time.

Our station quickly pivoted to a remote workplace while maintaining staff's work in the office. We invested in laptops and other equipment for reporters, producers, and some anchors who worked from home, while a limited number of others remained in the building. We put a halt to guests visiting the station and appearing live on set for newscasts. Guests

would now appear by video only. I worked remotely on occasion. But, with some people still working in the building, I felt I needed to come into the station for work. We formed a local plan for people while working in the station and remotely on the fly. And eventually, our company put together a stay-safe plan as well.

We went to a skeleton staff of only essentially personnel in the building. I was among those employees, so I still came into the office every day. That group also included one engineer daily, one board-operator per shift and one on-air host per shift. The other on-air host of each show was equipped with [remote equipment] to do the show from home. Our administration, sales and promotions teams all began working remotely. As the pandemic continued without events happening, most of the promotions staff were eventually laid off. Only essential personnel were allowed into the building. Photographers and reporters started their day at home. I basically worked with the same reporter every day for about a year. No live shots unless it was absolutely necessary. Lastly, editing daily story from home. I either worked remotely from home or reported from the field.

Almost immediately most of our staff began working from home. News staff included. Newscasts were delivered from living rooms, etc. Remote access software allowed those folks that were not on-air staff to "remote in" to take care of daily tasks and to continue to work as much as possible.

I was hired the week they sent everyone to work from home that could work from home. Generally, only about 4 people would be at work each news broadcast- one talent, one director, one audio operator and one promoter operator. Producers, meteorologists and reporters worked from home and did stand ups at their houses that were set up by the engineering department. Everyone in the station was separated by Plexi glass but allowed to be in the same room.

Work lives are not isolated; personal lives surround work. Briefly describe how you dealt with the first changes to work and personal life. When did you feel as if you could be proactive as opposed to reactive?

Even without Covid our work and personal lives overlapped. During the lockdowns this was more pronounced.

Just the usual concern when a deadly disease is possibly present, without a vaccine to fall back on. [My country's government] acted quite swiftly on lockdowns, and then basically closing the country off from the rest of the world. Many [citizens] were very comfortable with this govt-controlled approach. Some were not.

Home office ... was okay. Regularly interrupted work doing some household stuff.

From the get-go, being physically away from the office for a month was a welcome feeling. But as the shutdown dragged on, I soon missed the hectic atmosphere of field and desk works. Three months into the pandemic, I began discussing with our news team possible ways to keep up with the news coverage without endangering ourselves and violating health protocols.

I personally felt I was no use to anyone. I spread myself too thin at work, did all the work at home, and could not delegate anything to anyone.

At first, I enjoyed the freedom working from home created, it removed my commute and allowed my greater flexibility. But as the pandemic wore on, and the length of lockdowns in [my city] continued it added to a deepening sense of isolation. I was proactive in creating daily rituals with the team I managed to try to maintain connection.

I would say by the end of 2020, we knew what we were dealing with and all of our limitations. [My city] was in a hard lockdown for much of COVID so my housemate and I were working from home for months with little to no outside social interaction. To be proactive, in terms of self-care and mental health, I did a lot of outdoor exercise - walking, running, outdoor bootcamps when they were allowed.

I did not like having to come in to a basically empty newsroom. I found it surreal and largely pointless. I think I had an extreme situation.

Shooting ... from our homes was wonderful. This allowed me to travel less, saving two days of travel ... and [allowed me to] focus on helping my kids with their school work load which was now being done online and on video calls. For my 5th grader, this was a challenge as his school had little to no instructions, and I jumped on to keep him on track. Our living room was turned into a TV studio set and classroom. We began purchasing studio lights and equipment for each show we were shooting from home.

My work schedule and demands meant that I had no family or friend time. I had to focus on work, and I guess work was a good distraction to the pandemic and all the bad news that was coming out day by day. Once the restrictions started lifting, and live events started back up, my schedule moved more towards normalcy and making plans to see family and friends again.

Work became being a 24-7 concierge to work work. It moved things to a very reactionary environment.

Working from home was indeed a challenge in my line of work. You really need to be in the building to put something on the air. We had Zoom meetings every morning.

Initially we were mainly reactive to developing work from home solutions but the equipment availability disappeared so fast, we couldn't necessarily be proactive at that point. And then all the COVID money hit and we couldn't [get more] due to the COVID manufacturing bottleneck. And that challenge lasted at least a year. Or longer.

I dealt with the changes by just trying to figure out how to work and still keep my family safe. At the time of the lockdown, I was basically the only person leaving our home at the time. At the station, we were forced to try and be proactive from the beginning while also reacting to changes that were happening.

Truthfully, I found myself much more productive during the pandemic. Because I could go into my office every day without other employees coming in to interrupt me, I was able to get a lot more work done. This actually helped my personal life, as I found I need to do less work than normal from home because I was able to get so much done at the office. Our station did a good job adjusting to the pandemic quickly, so I only felt reactive for the first few weeks. The mindset shifted to being proactive after that, developing new or unique ideas to continue creating content.

I had my parents staying with me at the time. Try to do my job as safe as possible and keep my parents safe was my only concern.

Right away knew I had to make adjustments since I wasn't allowed in the building/studio for three months.

Like most folks, I spent a good deal of my day on the phone attempting to get as much work done as possible. When possible I would utilize footage we had in the can already to create [new advertisements or programs] for clients. Eventually, we began giving zoom tutorials to clients to teach them how to use their smart device to get footage and upload to us for use in new productions. Almost immediately we had to determine how we would deal with not only doing our jobs, which are client oriented, but also how we would gather new revenue sources since a lot of clients were sheltering as well and not open.

I had just moved to that town 3 months before the Pandemic. I did not know anybody and was unable to meet people outside of the three other people I saw at work. It was very difficult, but I was able to befriend one coworker and we would do things outside of work in the open air when we were able to. I also started traveling a lot to see old friends when things began to open up.

How did you adjust and cope with changes and challenges (technical and work environment)? What were the big surprises? If you were working from home, were you reliant on your personal WIFI, computer and phone to get your work done? If so, did you receive financial compensation from your employer for using your personal setup? Describe what you liked and disliked about the evolving situation.

I worked from our office, since it was nearby. We had to work harder than ever covering the pandemic and making sense of it all for readers. Most media laid off reporters, we did not.

For me it was a very smooth transition into fulltime working from home. We did not receive any compensation from the employer. My phone is provided and paid for by the employer. It was an unusual time in [my country], but [we already] live with a sense of isolation all the time, this was just a heightened state. The worst part was not keeping in touch with colleagues on what their work day was throwing up. Some had very little to do at times in 2020, but new programmes and initiatives were developed the following year.

Used personal WIFI. Own printer. Own office material. Was not compensated. Getting the work done was actually easy. Surprising was how efficient I could work from Home Office.

I relied on personal WIFI and phone. Got no compensation. As we couldn't meet people, it was working the phone and this method of news collection was challenging at times.

I was reliant on personal WIFI, but my workplace provided all additional computing equipment I needed. There was no compensation for personal internet, but I have a work phone.

For the first few months of the pandemic, I used my own car for work and was never compensated for gas or mileage. I did use my own WIFI to get work done at home and never received compensation either. I liked the freedom we had to attend pitch meetings and do our work from the comfort of our home. But there were limitations on uploading our final stories and how long that took remotely versus being in the building.

The technical challenges weren't too hard to cope with as my employer provided equipment (computer etc.). I did use personal WIFI and phone, from memory some costs were reimbursed. I enjoyed working from home for about 6-9 months because of the lack of commute, ability to take exercise breaks, etc. but over time craved the incidental social interactions that come with being in the office.

Working from the office with few people around definitely led to a decline in professionalism - dress, cordiality, etc. I understand it was a pandemic, but I think a healthier balance could've been struck.

Having WIFI was imperative for our broadcasts to be shared on [the network] so we purchased all the needed equipment to have quality programming and the brand I represent on [the network] reimbursed me for most of the items including a laptop. In fact, we continued shooting out of our homes for almost 2 years and we were able to also expense set items including a Christmas Tree and decorations for holiday programming.

I was already working from home before the pandemic started, which I started officially on March 1st just before the shutdown. So I already had my setup and technology settled. Company laptop, not reimbursed for internet or cell phone. Work uses my personal gaming computer with no compensation, either.

Resources became very limited having to work via VPN. Company provided no financial reimbursements for the resources needed to work (software, hardware or services).

I did not receive any financial compensation as I had already had the software able to work remotely from home. I'm in a business where communicating with each other in person is vital. Doing it via e-mail really doesn't solve any problems quicker.

Lack of gear and people throwing money at projects was a surprise. Worked from home in all personal gear. Expensed some of it. I had been working from home for almost a year before the pandemic so it wasn't a real change. The big change was having to wear PPE for site surveys, etc. What a pain. Especially during summer.

Surprisingly, we at the station adjusted quite well. Within a quick time, we were able to purchase laptops and other equipment for people to work remotely. Everyone used their own WIFI and [the company] did not compensate. We were able to have reporters work from home, while also anchors and meteorologist hosting newscasts from home when necessary. What I did not like, was not getting to be with people while we were under restriction.

Most of these challenges were right at the outset of the pandemic. While I didn't have issues for myself, I was responsible with helping my staff get up-and-running. For about the first 2-3 weeks, there seemed to be a problem every day that I found myself troubleshooting. Typically issues with a [remote] unit connecting to the station over the internet. For myself, I'd always done work from home so using personal WIFI was nothing new, and there was no financial compensation. From the situation, I liked that we had become more adaptable but I disliked that communicating with my team became more challenging and we lacked the ideation and fun that came from sharing an office.

There were no big surprises for me. We have station issued WIFI for our internet. I know reporters were paid gas money to drive their personal cars to story's. BTW, photographers and reporters were not supposed to ride with each other. What I disliked was I never saw a lot of my coworkers for over a year.

Basically, I just had a laptop from home. I'm a reporter/meteorologist. I was never given a home "weather kit" so I couldn't do weather until three months later when I could return to the studio. But I reported from the field on day one.

I LOVED working from home. I felt much more productive without the interruptions that the office environment creates. I utilized my personal laptop to remote in to my work computer in order to access software, media and other resources to complete my job.

Describe how your time at work (whether remote or on location) changed at the beginning of the pandemic. Were you working more hours or did you gain personal time that you previously spent commuting? Have things returned to what you were used to before the pandemic, or what has your day evolved to be like now?

We worked more hours. Interviews had to be done by zoom or phone, the editing process was more time consuming.

Time became very loose, and my work day evolved into a 11-7, with no time wasted on a commute - even a short one. The organisation still lets employs work one day at home a week, and this has been regularised. This job is not based on the normal sorts of deadlines, so things are quite fluid.

Worked basically the same hours. Not having to commute was a big relief. Work pattern now is as before the pandemic.

I had irregular work hours even before the pandemic, thus I felt that nothing changed. But I did have more time at home, and I saw other things to do when there was not much to news coverage and editing to do. Post-pandemic, it's still the same for me, although travels have been very hectic with the normalization of travel protocols.

My personal time shrank. By this I mean my 'me' time. Being at home meant satisfying the demands of work and the family. No, things have not returned to what they were before the pandemic.

I think the lack of commute, gave me more free time, but as my workplace was now in my home, I often found myself working longer hours. The delineation of work and home boundaries blurred, as I lost the ritual of clocking off and catching the train home.

My hours remained mostly the same or maybe less on some days because if I didn't have to go live for a story, then I was already home. Things did return to normal before I left my journalism job.

I worked much longer hours due to the intensity of the news cycle. After the pandemic, my hours returned to 'normal'. I shifted into a role that required my full-time attendance in the office, but many staff adopted hybrid wfh/office working arrangements.

I worked harder than I've ever worked because I was one of the few people required to come into the office. It definitely created some bitterness among those who had to come into the office.

Traveling [from the northern part to the southern part of my country] consumed a large portion of my time. In fact, prior to the pandemic I was on set for 98 shows in 2019 which means I was traveling or in a hotel for nearly 200 days. It was great having the ability to stop traveling and shoot the shows from my living room. In 2022 we returned to the

studios in [the northern part]. Although I now travel a lot more, it's great to have on-set interaction with the host which makes for more entertaining television vs a sterile [video] interview [online].

I was working way more hours, so I didn't gain time like a lot of people did. It took a few months to return to normalcy.

Again, my role became a 24-7 concierge running seven radio stations. Even after returning, that remained the expectation and that it would continue to power my own experience personal resources.

I would log on every morning at 6 am and stay logged on until 4 pm on the days I was working from home.

I was able to slide my work day to more of a 9-6 which I prefer. No reason to be hitting the road running at 8am when some of my work is also with west coast suppliers and even some clients. It also felt like I was expected to be available 24/7 because everybody was working all different hours. I gained some midday time to lunch with my wife or play a quick 9 holes with her since we are two miles from a course.

Things have mostly returned to normal. Everyone is back in the building for work with no restrictions. We have stayed with everyone using a laptop.

I was working less hours that were more productive. My commute took less time because of fewer cars on the road as well. As the pandemic came to a close, I found things never returned to what they were before and became a hybrid environment that was truthfully far more challenging to manage as staff gained freedom to work where they wanted, when they wanted.

Actually, working less hours out in the field. Usually, it was 2 hours in the field, then back home. Now, it's back to normal since before the pandemic.

It was kind of like a blurred line. Day was night, night was day. Weekends too.

I probably did work more hours and I would spread those hours out during the day. I would get up, log in around 7 or 8am, work a few hours and log off for a few. There were times I would login and do work later at night, because I could. I gained a ton of personal time and financially benefitted by NOT having to make the commute into the office. Since we returned to the office, things have returned to much the same routine as before the pandemic.

[Because I was new,] I didn't know what it was like before at my job - only after. It was very strange for me when we "returned to normal" because abnormal was all I knew. All of a sudden I was meeting 5 new people a day who all thought I was brand new despite me having been there for over a year. It was odd for everyone I think.

If your position involves a reliance on others (Some examples: reporters usually need access to interview subjects to gather information, remote productions can require a variety of people in technical positions, producers could be dependent on at least several people to generate content, etc.), explain how you did your job during the pandemic. Can you describe any situations where people took advantage of the shutdown? (For example, the pandemic provided an excuse for some to deny access for interviews on controversial stories.)

Reporting suffered since we could not be on the ground at hospitals and the border region. It was necessary to separate rumours from facts.

Basically it was phone or [online video] interviews, producing content for a news and features website. I wasn't able to record or produce podcasts from home so that dropped away.

In [the country I was working in] this was the case all the time for 2021 and 2022. For 3 years the authorities used Covid as an excuse to deny us access to events, stop us from traveling and denied us interviews.

Thanks to communication platforms ... we could still connect with our usual news sources. In fairness to our leadership and agencies, they were more accommodating to requests for information, knowing fully the significance of providing accurate content and context to health crisis management. The pandemic also prompted us to look for more non-traditional news sources like academic papers and journals, provided these were backed,

verified, and explained by other studies and experts. In short, the pandemic allowed us to implement our open-source investigation training.

As a reporter, I need to interview people. Personal interviews help. But being on the phone was adequate. Access, however, was a problem, especially with government where gatekeeper navigation is involved. As most people now know where calls are coming from, not being able to meet sources personally was a problem.

I largely cover remote subjects [in multiple, isolated nations] so I continued to employ my same journalism tactics. But for a period I was seconded back to work in the newsroom for an extended period. During this time there was one occasion where the [one nation's] government restricted access to a public housing accommodation block, and blocked reporters' access to speak to residents in person. Instead, we relied on phone and [video] interviews to tell this story.

The pandemic definitely made many people comfortable about doing interviews over zoom because it was quick and easy. It also actually helped in people not having an excuse to use to avoid doing an interview because you could do a zoom interview right from your phone anywhere. I think some may have used the pandemic at times to get out of doing an interview citing they didn't want us taking space up in their business or there were too many people there already.

We established frequent team meetings and catch-ups via [video meeting platforms], with camera on. I can't recall people taking advantage of the situation, at least to my knowledge. Some access was improved, e.g. local courts began streaming hearings which made covering them easier.

I didn't have any issues. As long as product samples arrived to my house and the internet was working I was able to broadcast via [a video platform].

On internal operations; lazy got lazier during the pandemic. Corporate controlled the narrative on how stories were to be handled (had to be pro-vaccination, etc).

It's really hard to answer that question because while I know I was doing my part working from home, you had no idea what others were doing.

It really changed in live broadcasting how we brought talents from their homes into the truck telecast. Several machinations of "live from home" packages were developed by [two major networks] that included [specialized] cameras and ultimately some AV gear that would have never been used in broadcast previously. More VOIP use of intercom and phones and more encoder driven transmission. Production companies needed less techs on site and are still taking advantage of this in the field. SEMI REMOTES or REMIs are now an integral part of 30-50% of productions, if not more. Video conference tech is being used for guests instead of sat trucks. Broadcast quality has taken another hit to technical standards. In the beginning all interviews were done by video or over the phone. Eventually we started doing interviews with people in safe environments, but continued to also do video interviews. We did not see any changes in the difficulty of scheduling interviews with people. That is sometimes always hard for us.

Very much so working in sports. Teams and athletes used the pandemic as an excuse to heavily restrict access which made creating content much more difficult. For example, open locker rooms went away in favor of zoom calls which made developing relationships with athletes very difficult.

Any interviews we did in person, the interviewee would stand behind a mic stand I would set up and would keep about 10 feet away. After the interview, I would wipe down the mic and the stand. Also, we had writers send relevant video we need to our internal email service. Other interviews were done [through video conferencing].

The hardest time for me was when businesses started reopening. Some were afraid of letting me inside, liability I think.

I dealt with clients via phone or sometimes zoom. When possible, we taught clients how to use their phone to gather footage or photos for us to help update their commercials or even create new commercials. There was a great deal of reuse of media that was already on-

hand and available as well. Generally, things slowed down a great deal. We provided incentives, like lower production rates, to incentivize new business.

Honestly, as a PA I didn't know much about how things really worked, but I definitely saw people take advantage of the situation outside of my job. If someone did not want to do something it was easy to blame the virus.

Any other thoughts you'd like to share?

Covid was a blow to the economy and this hit advertising revenue, and we still have not recovered from it. As publisher, surviving the aftermath has been more challenging.

The pandemic lockdowns experienced in [my country] were large amounts of time at home for almost the entire population of the country. There was virtually nobody on the streets, with the govt subsidising firms so private sector jobs would not be cut. It was an unusual period, but many people you speak to actually liked the relative peace it provided. Journalism across the country continued, and the focus on the government made events easy to cover. [My country] also had long periods where there was no COVID-19 in the community, so a feeling of normality returned. While controversial for some, the lockdown policy saved tens of thousands of lives here.

Had AI been in place before the pandemic, it could have helped at least 50 percent of our workload during the shutdown. But in hindsight, I can only imagine how disinformation agents could have exploited that technology. In a way, the pandemic also accelerated our automation and we are now future-proofing our systems using AI and other relevant tools, with the appropriate ethical guidance.

The pandemic taught me to be creative. it helped in alleviating my guilt as a woman for sometimes putting my work before my family. But now I feel guilty about taking short cuts in my reporting: like preferring to speak to a source on the phone instead of travelling out to meet them. So I guess you really can't win!

Whilst the pandemic took its toll, the work from home practice it embed in my life continues. This has allowed me greater personal freedom that would not have been possible before COVID.

The pandemic allowed us to change the way we do business and communicate. I think we can find a balance now between what was taking place previously and how we reacted during the shutdown for a healthier life balance.

The Pandemic was a very negative period, working a lot of hours with no compensation. but a lot of good came from it. I met my wife during the pandemic.

Work during the pandemic was miserable and literally forced me into early retirement. Had my company not banned me from entering my workplace I would have been able to do all aspects of my job much easier.

COVID opened the door to downsizing via VC and VC tech of different levels have supplanted operators and techs. And the proliferation of high compression, low transmission codecs at 1080-4k standards are also adding more REMIs. This all became More available and implementable during COVID oddly enough.

The pandemic showed us we could adapt, change and do our job effectively during tough situations.

I do believe the pandemic accelerated changes that would've likely happened eventually in media anyway. From my perspective as a manager at that time, the biggest change was it put employees in a greater position of leverage and power than before.

Glad it's over!!!!

CONCLUSION

The information collected for this study has its limitations because it is from people who were able to continue to work during the pandemic and had the resources to endure the immense stress imposed by the circumstances. No matter the limitations, the documentation of each person's experiences increases knowledge about how media practitioners continued to function during the pandemic and gives us greater understanding of how their roles evolved to what they are today.

REFERENCES

- Morrow, M. (2017). Personal Workplace Changes Resulting from Multimedia's Evolution: An Empirical Study of Workflow and Workplace Role Adaptions in Media Production. *International Journal of Education and Social Science*, 4(1), 36-45.
<https://ijessnet.com/2022/10/24/vol-4-no-1/>