

AN EXPLORATORY STUDY ON JOB SATISFACTION OF EMPLOYEES IN NEWSPAPER INDUSTRY WITH SPECIAL REFERENCE TO NAGPUR REGION

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Abstract This study of the Indian newspaper industry attempts to measure the job satisfaction of employees with special reference to Nagpur city. The study aims to measure the job satisfaction of employees towards the leading newspapers of Nagpur namely, The Hitavada, Lokmat, Navbharat and Dainik Bhaskar. The sampling technique used is Simple; Random Sampling. A comprehensive and structured questionnaire was used to collect the data.

Keywords: Job Satisfaction, Nagpur City.

1. INTRODUCTION

1.1. Indian Print Media

A newspaper is a regularly published print product containing information vital to the function of the market it serves. Definitions become more important as traditional newspaper companies move from single-product management (newspapers) to multi-product management - often under the company's brand, typically the title of the newspaper. What newspaper companies are learning is that the value of what they produce is not the ink on paper, but the content, depth, segmentation choices, credibility, and emotional attributes that are delivered in any distribution channel they choose.

According to a KPMG-FICCI report, Indian print media can be expected to grow conservatively at around 9% over the next 4 to 5 years. However, the industry has been experiencing growing margin pressures due to increasing newsprint costs which are not yet being passed on to readers due to intense competition

Advertising is a major source of revenue which directly depends on the health of the economy. Advertising also depends on circulation, which is the second most important source of revenue and is based on the number of copies sold and subscription rate charged. As circulation drops,

advertising revenue also falls. Thus a small fall in circulation can have a much higher impact on a newspaper company's total revenues.

SWOT Analysis of Industry

| <u>STRENGTHS</u> | <u>WEAKNESSES</u> |
|---|---|
| 1. Supply creates its own demand 2. High degree of market coverage 3. Service and flexibility 4. Revenue increases with increase in number of advertisements 5. Products can easily be recycled | 1. Skilled labor 2. Short life span of the product Circulation |
| <u>OPPORTUNITIES</u> | <u>THREATS</u> |
| 1. Digital space technology 2. Innovation 3. Growing mass media 4. Value adding 5. Online newspapers | 1. Economic downturn 2. Consumer migration to TV media 3. Radio |

2. RESEARCH METHODOLOGY

The research purpose in this study has been assessed as exploratory. The research is exploratory because it will explore the influence of the Job Satisfaction of employees on the overall performance of the Newspaper Industry.

Table 1: Literature Review

| S. No | Name of the Authors | Conclusions |
|-------|--|--|
| 1. | Arvey and Dewhirst (1976) | The degree of job-satisfaction of the workers with high achievement motivation exceeded that of workers with low achievement motivation. |
| 2 | Dogan and İbicioglu, 2004; Knoop, 1991) | A participative (democratic) management style was mostly preferred by today's managers to increase their employees' job satisfaction. |
| 3 | Agarwal and Ferrat, 2001; Poulin, 1994; Chen, 2008 | Job satisfaction influences organizational behavior, namely it positively affects employee working performance and organizational commitment, and negatively influences employee turnover |
| 4 | Mrayyan (2005) | The variables of encouragement, feedback, a widening pay scale and clear job description, career development opportunity, supportive leadership style, easy communication with colleagues and social interaction positively affect job satisfaction, whereas role stress has a negative influence on it. |
| 5 | Sengin (2003); Hinshaw and Atwood (1984) | Variables that influence employee job satisfaction as: (1) demographic variables: education, experience, and position in the hierarchy; (2) Job characteristics: autonomy, tasks repetitiveness, and salaries; and (3) organizational environment factors: degree of professionalization, type of unit. |
| 6 | Abdel-Halim (1983) | Individuals who have high need-for-independence performed better and were more satisfied with high participation for non-repetitive tasks. |
| 7 | Harter et al. (2002) | The researchers found positive and substantive correlations between employee satisfaction-engagement and the business unit outcomes of productivity, profit, employee turnover, employee accidents, and customer satisfaction. |

3. OBJECTIVES OF THE STUDY

1. To know the satisfaction level of employees in newspaper industry
2. To know the factors influencing the satisfaction of employees.

3.1. Sample Design

Geographical area/ Universe

Universe of Study-Nagpur Region

3.2. Sampling Unit

For the purpose of research 4 leading newspapers of Nagpur of different languages have been selected. They are The Hitavada, Dainik Bhaskar, Lokmat, and Navbharat.

3.3. Method

The method used is Stratified sampling method under which random samples are taken from each stratum.

Table 2: Stratified Sampling

| S. No | Category | Number |
|-------|-------------------|--------|
| 1 | Supervisory level | 50 |
| 2 | Workers | 100 |

3.4. Statistical Tools Used: Primary Data Analysis

The basis of demographic profile and recruitment and selection methods were analyzed through the following simple methods:

- Bar graphs
- Calculation of percentage
- Ranking method
- Pie diagrams were used to compare the satisfaction level of employees in four different newspapers
- Chi-square test

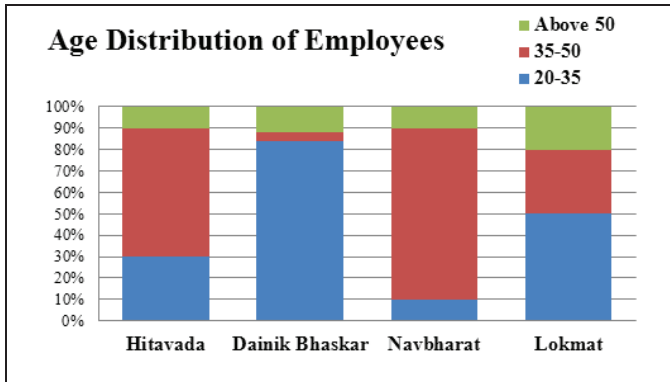
3.5. Employees' Data-Tables and Analysis

To investigate the employee's feedback on job satisfaction, data were collected from 150 employees of each of the four newspapers namely, "The Hitavada" "Dainik Bhaskar", "Lokmat," and "Navbharat". On the basis of the responses of these employees on various issues included in the questionnaire, the collected data are presented in tables and diagrams.

Table 3: Age-wise Classification of Employees

| Age (Years) | Hitavada | Dainik Bhaskar | Navbharat | Lokmat | Total |
|-------------|----------|----------------|-----------|--------|-------|
| 20-35 | 45 | 126 | 15 | 75 | 261 |
| 35-50 | 90 | 6 | 120 | 45 | 261 |
| Above 50 | 15 | 18 | 15 | 30 | 78 |
| Total | 150 | 150 | 150 | 150 | 600 |

Graph 1: Age-wise Classification of Employees



Remark

On the basis of sample data, the proportion of young employees (between ages 20-35 years) is more in Dainik Bhaskar, whereas the proportion of employees in the ages 35-50 years is more in Navbharat. Among the 4 newspaper agencies, the proportion of senior employees (age above 50 years) is relatively more in Lokmat.

Does age of an employee have any significance? With the advent of technology, the young graduates who are familiar with working on computers are found suitable for employment in newspapers. This may be the reason for a high percentage of young employees in the newspapers.

Table 4: Gender-wise Classification of Employees

| Gender | Hitavada | Dainik Bhaskar | Navbharat | Lokmat |
|--------|----------|----------------|-----------|--------|
| Male | 120 | 99 | 120 | 105 |
| Female | 30 | 51 | 30 | 45 |

In the observed sample of employees from the newspaper, the male employees outnumber the female employees.

Table 5: Educational Qualification-wise Classification of Employees

| Qualification | Hitavada | Dainik Bhaskar | Navbharat | Lokmat |
|----------------|----------|----------------|-----------|--------|
| Under Graduate | 10 | 18 | 0 | 30 |
| Graduate | 83 | 51 | 96 | 75 |
| Post Graduate | 57 | 81 | 54 | 45 |
| Total | 150 | 150 | 150 | 150 |

It is obvious that most (approximately 90%) of the employees working in newspapers are graduates and post-graduates.

Table 6: Salary-wise Classification of Employees

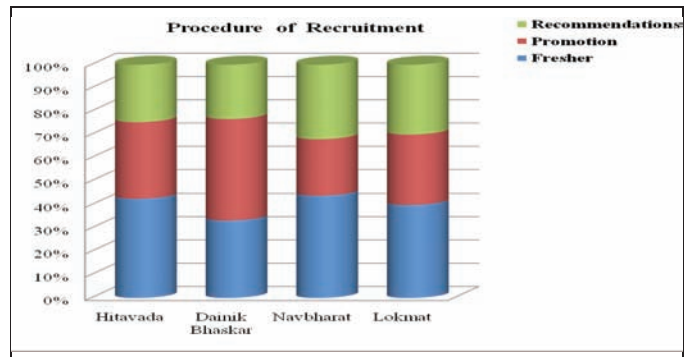
| Salary Per Month | Hitavada | Dainik Bhaskar | Navbharat | Lokmat |
|------------------|----------|----------------|-----------|--------|
| Below 10,000 | 18 | 51 | 15 | 90 |

| Salary Per Month | Hitavada | Dainik Bhaskar | Navbharat | Lokmat |
|------------------|----------|----------------|-----------|--------|
| 10,000-15,000 | 75 | 81 | 30 | 30 |
| 15,000-20,000 | 36 | 18 | 45 | 15 |
| 20,000-30000 | 21 | 0 | 60 | 15 |

Table 7: Classification of Employees According to the Category of Recruitment

| Category of Recruitment | Hitavada | Dainik Bhaskar | Navbharat | Lokmat |
|-------------------------|----------|----------------|-----------|--------|
| Fresher | 64 | 50 | 66 | 60 |
| Promotion | 49 | 65 | 36 | 45 |
| Recommendations | 37 | 35 | 48 | 45 |

Graph 2: Procedure of Recruitment



We then classified the employees on the basis of various stages of selection they passed for getting the present job. The selection procedure includes one or more of the following stages. The following table gives the number of selection stages an employee has to clear before being employed in the newspaper.

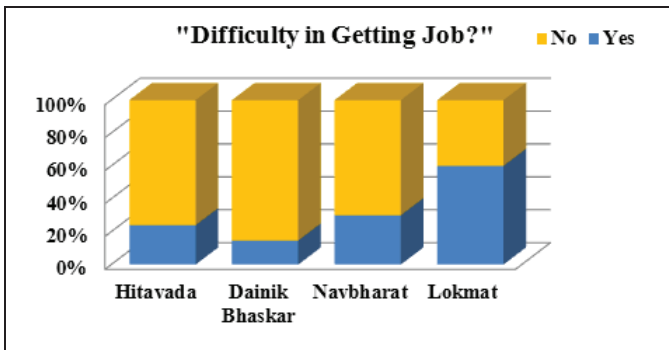
Table 8: Recruitment and Selection Process

| Stages of Selection | Hitavada | Dainik Bhaskar | Navbharat | Lokmat |
|-----------------------|----------|----------------|-----------|--------|
| Preliminary Interview | 60 | 51 | 30 | 60 |
| Written Exam | 9 | 0 | 0 | 15 |
| Selection Test | 9 | 0 | 0 | 15 |
| Interview | 111 | 132 | 120 | 105 |
| Reference Check | 0 | 33 | 15 | 0 |
| Physical Exam | 0 | 0 | 0 | 0 |
| Job Offer | 150 | 150 | 150 | 150 |
| Induction | 0 | 33 | 0 | 1 |

Table 9: Classification of employees according to their responses on “Difficulty in getting Job”

| Difficulty in Getting Job | Hitavada | Dainik Bhaskar | Navbharat | Lokmat |
|---------------------------|----------|----------------|-----------|--------|
| Yes | 36 | 22 | 45 | 90 |
| No | 114 | 128 | 105 | 60 |

Graph 3: Classification of Employees According to their Responses on “Difficulty in getting Job”



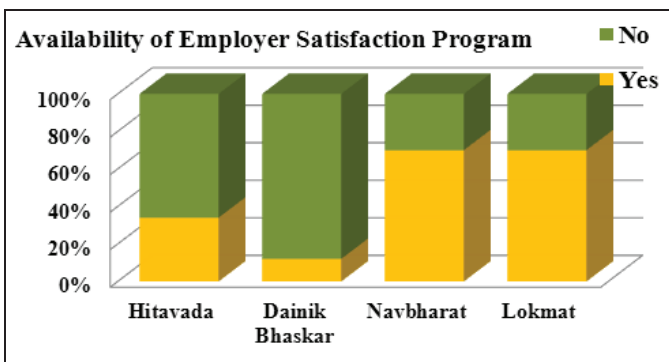
Remark

The proportion of sampled employees saying “there is no difficulty in getting job” is significantly more in all the newspaper agencies except in Lokmat.

Table 10: Classification of Employees According to Their Responses on “Having Employer Satisfaction Survey Programme”

| Have Employee Satisfaction Program | Hitavada | Dainik Bhaskar | Navbharat | Lokmat |
|------------------------------------|----------|----------------|-----------|--------|
| Yes | 51 | 18 | 105 | 105 |
| No | 99 | 132 | 45 | 45 |

Graph 4: Classification of Employees According to “Availability of Employment Satisfaction Program”



Remark

70 % of the employees of Navbharat and Lokmat have responded positively for the availability of “Employer Satisfaction Programme” in their office, whereas approximately the same percentage of employees from Hitavada and Dainik Bhaskar complain about the non-availability of “Employer Satisfaction Programme”.

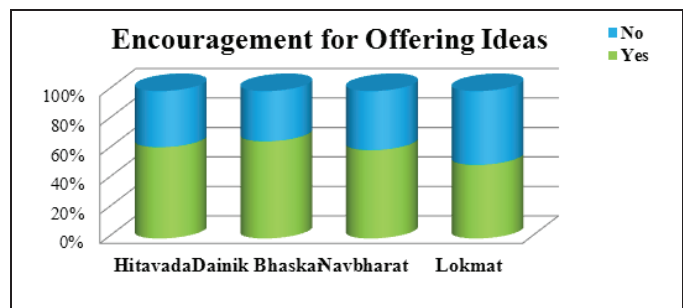
Table 11: Classification of Employees According to Their Responses on “Reporting Authority’s Supportive Role”

| Reporting Authority’s Supportive Role | Hitavada | Dainik Bhaskar | Navbharat | Lokmat |
|---------------------------------------|-----------|----------------|-----------|-----------|
| Yes | 93 (62 %) | 117 (78 %) | 45 | 120 (80%) |
| No | 57 | 33 | 105(70 %) | 30 |

Table 12: Classification of employees according to their responses on “Encouragement for Offering Opinions and Ideas”

| Do Offer Ideas | Hitavada | Dainik Bhaskar | Navbharat | Lokmat |
|----------------|----------|----------------|-----------|--------|
| Yes | 93 | 99 | 90 | 75 |
| No | 57 | 51 | 60 | 75 |

Graph 5: Classification of Employees According to Their Responses on “Encouragement for Offering Opinions and Ideas”



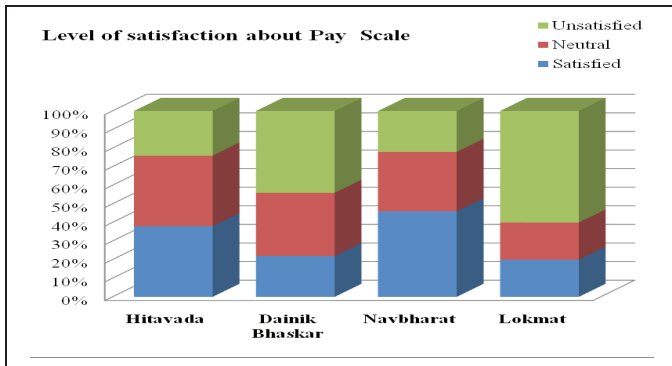
Remark

It can be seen that more than 50 % of the employees in all the 4 newspapers responded positively in their responses on “Encouragement from their seniors for offering opinions and ideas”.

Table 13: Classification of Employees According to Their Responses on “Level of Satisfaction About Their Pay scales”

| Pay Scale | Hitavada | Dainik Bhaskar | Navbharat | Lokmat |
|-------------|----------|----------------|-----------|--------|
| Satisfied | 57 | 33 | 69 | 30 |
| Neutral | 57 | 51 | 48 | 30 |
| Unsatisfied | 36 | 66 | 33 | 90 |

Graph 6: Classification of Employees According to “Availability of Employment Satisfaction Program”



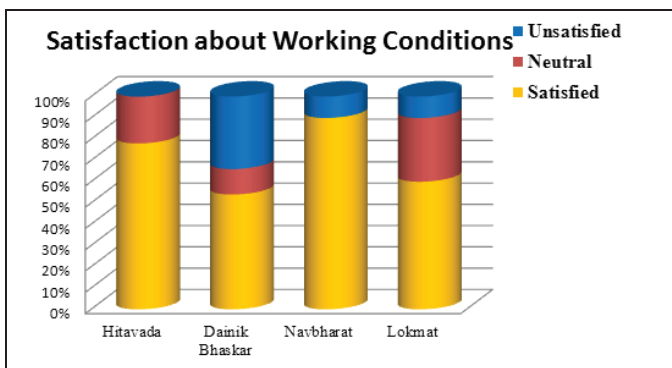
Remark

It is remarkable that many employees have not responded or are found neutral on satisfaction about their pay scales. Almost 20 % (Lokmat) to 46 % (Navbharat) of the sampled employees are found satisfied about their pay scales.

Table 14: Classification of Employees According to Their Responses on “Level of Satisfaction about Working Conditions”

| Working Conditions | Hitavada | Dainik Bhaskar | Navbharat | Lokmat |
|--------------------|----------|----------------|-----------|--------|
| Satisfied | 117 | 81 | 135 | 90 |
| Neutral | 33 | 18 | 0 | 45 |
| Unsatisfied | 0 | 51 | 15 | 15 |

Graph 6: Classification of Employees According to Their Responses on “Level of Satisfaction about Working Conditions”



Remark

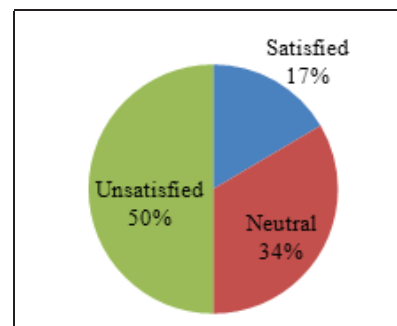
It is observed that 78 % and 90 % of the sampled employees in Hitavada and Navbharat respectively, and 54 % to 60 % employees in Dainik Bhaskar, and Lokmat are satisfied with working conditions in their office.

Table 15: Classification of Employees According to Their Opinion on “Level on Satisfaction about Perks and Allowances”

| Perks & Allowances | Hitavada | Dainik Bhaskar | Navbharat | Lokmat |
|--------------------|----------|----------------|-----------|--------|
| Satisfied | 51 | 18 | 30 | 0 |
| Neutral | 51 | 0 | 60 | 90 |
| Unsatisfied | 48 | 132 | 60 | 60 |

| Perks & Allowances | Percentage of Employees Out of 600 |
|--------------------|------------------------------------|
| Satisfied | 16.50% |
| Neutral | 33.50% |
| Unsatisfied | 50% |

Graph 8: Newspaper Employees: Satisfaction about Perks and Allowances



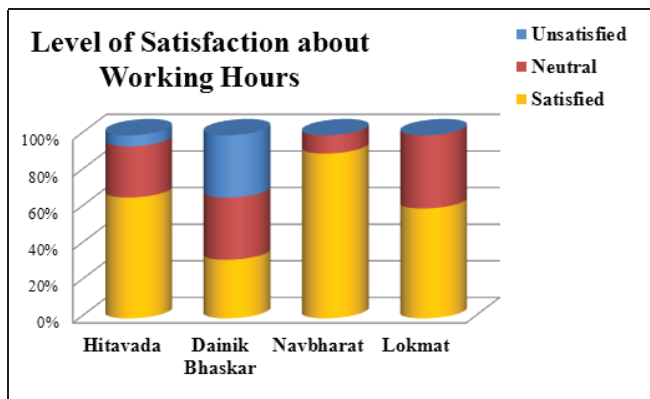
Remark

From the above table and diagram, employees of Hitavada are found to be almost equally divided in their opinions on satisfaction about perks and allowances. Most of the sampled employees (88 %) of Dainik Bhaskar are found to be not satisfied with the perks and allowances which they receive. In general, out of 600 sampled employees from the 4 newspaper agencies, only 16 % sampled employees are satisfied with the perks and allowances. 34 % of the sampled employees have preferred to be neutral and 50 % have shown unhappiness about the facility of perks and allowances.

Table 16: Classification of Employees According to Their Opinion on “Level of Satisfaction about Working Hours”

| Working Hours | Hitavada | Dainik Bhaskar | Navbharat | Lokmat |
|---------------|----------|----------------|------------|----------|
| Satisfied | 99 (66%) | 48 | 135 (90 %) | 90 (60%) |
| Neutral | 42 | 51 | 15 | 60 |
| Unsatisfied | 9 | 51 | 0 | 0 |

Graph 9: Classification of Employees According to Their Opinion on “Level of Satisfaction about Working Hours”



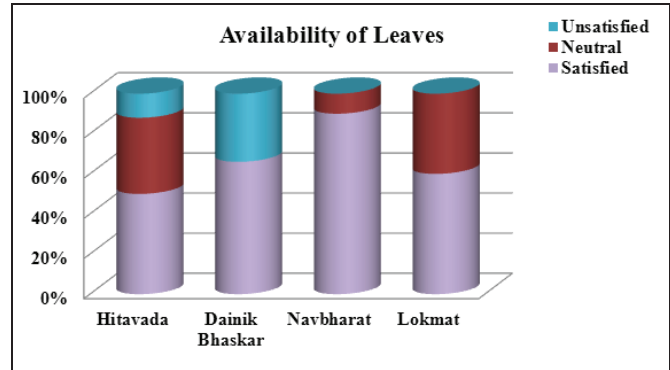
Remark

90 % of the employees of Navbharat expressed happiness about their working hours. About 60% and 66% employees of Lokmat and Hitavada respectively are found happy about working hours. On the other hand, only 34 % of employees of Dainik Bhaskar responded satisfaction about their working hours. In general 372 out of 600 employees (62 %) are found to be satisfied about their working hours.

Table 17: Classification of Employees According to Their Opinion on “Level on Satisfaction about Leaves”

| Leaves | Hitavada | Dainik Bhaskar | Navbharat | Lokmat | Total |
|-------------|----------|----------------|------------|----------|-------|
| Satisfied | 75 (50%) | 99 (66%) | 135 (90 %) | 90 (60%) | 399 |
| Neutral | 57 | 0 | 15 | 60 | 132 |
| Unsatisfied | 18 | 51 | 0 | 0 | 69 |

Graph 10: Showing the Classification fo Employees According to the Level of Satisfaction of “Availability of Leaves”



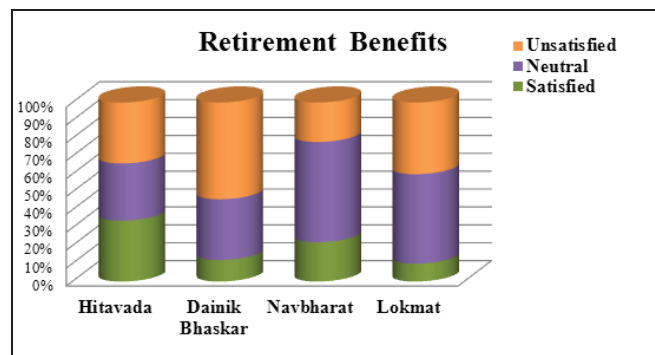
Remark

90 % of the employees of Navbharat are found to be satisfied about the facility of leaves. More than 50 % of the employees of the other three newspaper agencies expressed happiness about availability of leaves. In general, 399 out of all 600 sampled employees (66.5%) have opined that they are satisfied about the facility of leaves.

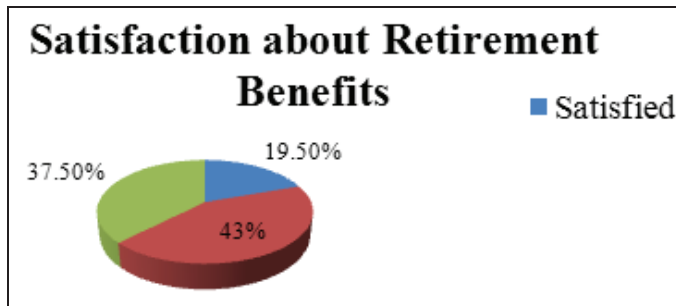
Table 18: Classification of Employees According to Their Opinion on “Level on Satisfaction about Retirement Benefits”

| Retirement Benefits | Hitavada | Dainik Bhaskar | Navbharat | Lokmat | % out of 600 |
|---------------------|----------|----------------|-----------|--------|--------------|
| Satisfied | 51 | 18 | 33 | 15 | 19.5 |
| Neutral | 48 | 51 | 84 | 75 | 43 |
| Unsatisfied | 51 | 81 | 33 | 60 | 37.5 |

Graph 11: Showing the Classification of Employees According to Their Opinion on “Level of Satisfaction about Retirement Benefits”



Graph 12: Retirement Benefits



Remark

It is remarkable that only 19.5 % of the total sampled employees of all the 4 news papers are found to be satisfied about retirement benefits, whereas 43 % have preferred to be neutral on this issue and 37.5 % are not satisfied.

3.6. Summary of Remarks on the Diagrams

- (i). More than 80% of the employees in all the newspapers are below the age of 50 years.
- (ii). It is evident that most (approximately 90%) of the employees working in newspapers are graduates and post-graduates.
- (iii). Among the sampled employees, proportion of employees receiving monthly salaries between Rs. 10,000-15,000 is approximately 50% in Hitavada and Dainik Bhaskar, whereas 60% of the Lokmat employees get Rs. 10,000/- or less. On the other hand, 40% of Navbharat employees get between Rs. 20,000/- to 30,000/- as salary.
- (iv). The following observation indicates that there is no awareness about “Employer Satisfaction Programme”. 70 % of the employees of Navbharat and Lokmat have responded positively for the availability of “Employer Satisfaction Programme” in their office whereas approximately the same percentage of employees from Hitavada and Dainik Bhaskar complain about the non-availability of “Employer Satisfaction Programme”.
- (v). About 62 %, 78 %, and 80 % of the sampled employees of Hitavada, Dainik Bhaskar, and Lokmat respectively have responded positively for their reporting authority’s supporting role. However, 70 % of the sampled employees of Navbharat have responded for their reporting authority’s non-supporting role.
- (vi). It can be seen that more than 50 % of the employees in all the 4 newspapers responded positively in their responses on “Encouragement from their seniors for offering opinions and ideas”.

- (vii). It is remarkable that many employees have not responded or are found neutral on satisfaction about their pay scales. Almost 20 % (Lokmat) to 46 % (Navbharat) of the sampled employees are found satisfied about their pay scales.
- (viii). It is observed that 78 % and 90 % of the sampled employees in Hitavada and Navbharat respectively, and 54 % to 60 % employees in Dainik Bhaskar and Lokmat are satisfied about working conditions in their office.
- (ix). From the above table and diagram, employees of Hitavada are found to be almost equally divided in their opinions on satisfaction about perks and allowances. Most of the sampled employees (88 %) of Dainik Bhaskar are found to be dissatisfied with the perks and allowances which they receive.
- (x). In general out of 600 sampled employees from the 4 newspaper agencies, only 16 % sampled employees are satisfied with the perks and allowances. 34 % of the sampled employees have preferred to be neutral and 50 % have shown unhappiness about the facility of perks and allowances.
- (xi). 90 % of the employees of Navbharat expressed happiness about their working hours. About 60% and 66% employees of Lokmat and Hitavada respectively are found happy about working hours. On the other hand, only 34 % of employees of Dainik Bhaskar responded satisfaction about their working hours. In all, 372 out of 600 employees (62 %) are found to be satisfied about their working hours.
- (xii). 90 % of the employees of Navbharat are found to be satisfied about the facility of leaves. More than 50 % of the employees of the other three news paper agencies expressed happiness about availability of leaves. In general, 399 out of all 600 sampled employees (66.5%) have opined that they are satisfied about the facility of leaves.
- (xiii). It is remarkable that only 19.5 % of the total sampled employees of all the 4 news papers are found to be satisfied about retirement benefits, whereas 43 % have preferred to be neutral on this issue and 37.5 % are not satisfied.

The following are contradictory facts that are observed from the above diagrams:

- (a) Though 70 % of employees of Navbharat are satisfied with availability of employer satisfaction programmes, 70 % of the sampled employees of Navbharat have reported the authority’s non-supporting role, more than 50 % of the employees in all the 4 newspapers responded positively on “Encouragement from their seniors for offering opinions and ideas”, 46 %

(Navbharat) of the sampled employees are found satisfied about their pay scales.

- (b) 78 % and 90 % of the sampled employees in Hitavada and Navbharat respectively, and 54 % to 60 % employees in Dainik Bhaskar and Lokmat are satisfied about working conditions in their office. But only 16 % sampled employees are satisfied with the perks and allowances. 34 % of the sampled employees have preferred to be neutral and 50 % have shown unhappiness about the facility of perks and allowances.

In the next section, we carry out the categorical analysis this data.

3.7. Categorical Analysis Employees' Data

From the collected data on 600 employees of these 4 newspaper agencies in Nagpur, we prepared the two-way cross tables (contingency tables) to know whether there exists any association between the two characteristics under study. This study of association is carried out using the chi-square test for independence of two attributes. The analysis is presented below.

To study whether there exists an association between the educational qualification of employees and their monthly income, we use the above contingency table for carrying out the chi-square test.

To test the null hypothesis: H_0 : The monthly income of employees is independent of their educational qualification, against the alternative hypothesis: H_1 : The monthly income of employees depends on their educational qualification, we set the level of significance $\alpha=0.05$. Under the null hypothesis the expected frequencies (E_{ij}) are obtained in the following table.

The expected frequencies E_{ij} corresponding to the i^{th} row and j^{th} column in the above table are obtained using the formula:

$$E_{ij} = \frac{(R_i)(C_j)}{N}; \text{ where } R_i \text{ and } C_j \text{ are the } i^{th} \text{ row total, and } j^{th}$$

column total respectively in the table- (6.2.1); $i = 1,2,3$ and $j = 1,2,3,4$.

Under the null hypothesis, the calculated value of chi-square, denoted by,

$$\chi^2_6 = \sum_{i=1}^3 \sum_{j=1}^4 \frac{(O_{ij} - E_{ij})^2}{E_{ij}} = 203.684 \text{ with the corresponding}$$

p-value = 0

3.8. Decision Rule

If the p-value of the test is less than the level of significance $\alpha=0.05$, then reject the null hypothesis at 5 % level of significance and accept the alternative hypothesis.

Table 19: Contingency Table for Educational Qualification and Monthly Income of Employees

| Educational Qualification | Number of employees (O_{ij}) with the Monthly Salary (in Rs.) | | | | Total |
|---------------------------|---|---------------|---------------|--------------|-------|
| | Below 10,000 | 10,000-15,000 | 15,000-20,000 | 20,000-30000 | |
| Under Graduate | 47 | 11 | 0 | 0 | 58 |
| Graduate | 116 | 125 | 35 | 29 | 305 |
| Post Graduate | 11 | 80 | 79 | 67 | 237 |
| Total | 174 | 216 | 114 | 96 | 600 |

| Educational Qualification | Estimated Number of employees (E_{ij}) with the Monthly Salary (in Rs.) | | | | Total |
|---------------------------|---|---------------|---------------|--------------|-------|
| | Below 10,000 | 10,000-15,000 | 15,000-20,000 | 20,000-30000 | |
| Under Graduate | 16.82 | 20.88 | 11.02 | 9.28 | 58 |
| Graduate | 88.45 | 109.8 | 57.95 | 48.8 | 305 |
| Post Graduate | 68.73 | 85.32 | 45.03 | 37.92 | 237 |
| Total | 174 | 216 | 114 | 96 | 600 |

Table 20: Contingency Table for Work Experience and Monthly Income of Employees

| Work Experience | Monthly income (in Rs.) | | | | Total |
|-----------------|-------------------------|---------------|---------------|--------------|-------|
| | Below 10,000 | 10,000-15,000 | 15,000-20,000 | 20,000-30000 | |
| 0-5 yrs | 65 | 70 | 69 | 25 | 229 |
| 5-10 yrs | 42 | 70 | 30 | 45 | 187 |
| 10-20 yrs | 53 | 64 | 10 | 10 | 137 |
| Above 20 yrs. | 14 | 12 | 5 | 16 | 47 |
| Total | 174 | 216 | 114 | 96 | 600 |

3.9. Conclusion

Since the p-value is zero (less than $\alpha=0.05$) we conclude that, in the print media, the monthly income of employees is associated with their educational qualification.

Similar analysis using the above test was carried out on the basis of the following contingency tables. The tables with the p-value and conclusion are listed below.

Table 21: Contingency Table for Work Experience and Opinion on Difficulty in Getting Job

| Work Experience | Difficulty In Getting Job | | Total |
|-----------------|---------------------------|-----|-------|
| | Yes | No | |
| 0-5 yrs | 90 | 139 | 229 |
| 5-10 yrs | 78 | 109 | 187 |
| 10-20 yrs | 49 | 88 | 137 |
| Above 20 yrs. | 20 | 27 | 47 |
| TOTAL | 237 | 363 | 600 |

$$\chi_3^2 = 1.369, \text{ with a p-value} = 0.713$$

Conclusion

Since the p-value $> \alpha=0.05$, we accept the null hypothesis and conclude that the work experience of employees in the print media is not associated with difficulty in getting job.

$$\chi_9^2 = 69.75 \text{ with a p-value} = 0.$$

3.10. Conclusion

Since the p-value $< \alpha=0.05$, the hypothesis of independence is rejected. So, we can conclude that the work experience of employees is associated with their monthly income. In other words, monthly income of employees is related to their length of service or experience in the print media.

Table 22: Contingency Table for Work Experience and Encouragement from Management for Offering Idea

| Experience | Encouragement for Offering Ideas | | Total |
|---------------|----------------------------------|-----|-------|
| | Yes | No | |
| 0-5 yrs | 125 | 104 | 229 |
| 5-10 yrs | 104 | 83 | 187 |
| 10-20 yrs | 98 | 39 | 137 |
| Above 20 yrs. | 30 | 17 | 47 |
| Total | 357 | 243 | 600 |

$$\chi_3^2 = 12.064, \text{ with a p-value} = 0.007.$$

3.11. Conclusion

Since the p-value $< \alpha=0.05$, the hypothesis of independence is rejected. So, we conclude that the work experience of employees is associated with encouragement from management for offering their ideas in the print media. In other words, due to seniority in the service, employees get opportunity for suggesting new ideas in their news paper field.

Table 23: Contingency Table for Level of Satisfaction about Working Period and Working Conditions

| Working Hours | Working Conditions | | | Total |
|---------------|--------------------|---------|-------------|-------|
| | Satisfied | Neutral | Unsatisfied | |
| Satisfied | 306 | 24 | 42 | 372 |
| Neutral | 103 | 47 | 18 | 168 |
| Unsatisfied | 14 | 25 | 21 | 60 |
| TOTAL | 423 | 96 | 81 | 600 |

$$\chi_3^2 = 112.059, \text{ with a p-value} = 0$$

3.12. Conclusion

Since the p-value $< \alpha=0.05$, the hypothesis of independence is rejected. So, we conclude that, the level of satisfaction of employees about working hours is associated with their level of satisfaction about working conditions in their office. In other words, happiness about working hours is related to happiness about working conditions in the print media.

4. CONCLUSIONS

In view of the above mentioned strategies for the progress of newspapers, the management supports the employees. This is evident from the following results of the survey conducted amongst the employees of these newspapers.

- More than 60 % of the sampled employees of Hitavada, Dainik Bhaskar, and Lokmat have responded positively for the “reporting authority’s supporting role”.
- It can be seen that more than 50 % of the employees in all the 4 newspapers responded positively in their responses on “Encouragement from their seniors for offering opinions and ideas”.
- It is observed that, 78 % and 90 % of the sampled employees in Hitavada and Navbharat respectively, and 54 % to 60 % employees in Dainik Bhaskar and Lokmat are happy about “satisfactory working conditions” in the office.
- In all, 62 % of the employees are found to be satisfied about the “working hours”.
- In all, 399 out of all 600 sampled employees (66.5%) have expressed happiness about “availability of leaves”.
- In the print media, the monthly income of employees is found to be associated with their educational qualification.
- The work experience of employees in the print media is not found to be associated with difficulty in getting job. However, monthly income of employees is associated with the length of service or work experience in the print media.
- An encouragement from management for offering ideas in the print media is found to be dependent on the work experience of employees. In other words, due to seniority in the service, employees get opportunity for suggesting new ideas in their news paper field.

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