

An Exploratory Study on Job Satisfaction of Employees in Newspaper Industry with Special Reference to Nagpur Region

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Abstract

Job satisfaction is an important variable in organization behavior and sales management. This study explored the impact of person-job fit and person-organization fit on the job satisfaction, organization commitment and turnover intentions of newspaper employees in India. A survey of newspaper employees found that person-job fit had a strong positive relationship with job satisfaction and person-organization fit had a positive relationship with organization commitment. Job satisfaction had a positive influence on organization commitment and a negative influence on turnover intentions. The differences in job satisfaction across age and experience categories were not significant but employees with higher educational qualifications reported lower levels of job satisfaction. An implication for managers is the importance of measuring fit and job satisfaction.

Introduction

Job satisfaction is how content an individual is with his or her job. Scholars and human resource professionals generally make a distinction between affective job satisfaction and cognitive job satisfaction. Affective job satisfaction is the extent of pleasurable emotional feelings individuals have about their jobs overall, and is different to cognitive job satisfaction which is the extent of individuals' satisfaction with particular facets of their jobs, such as pay, pension arrangements, working hours, and numerous other aspects of their jobs.

One of the biggest preludes to the study of job satisfaction was the Hawthorne studies. These studies (1924–1933), primarily credited to Elton Mayo of the Harvard Business School, sought to find the effects of various conditions (most notably illumination) on workers' productivity. These studies ultimately showed that novel changes in work conditions temporarily increase productivity (called the Hawthorne Effect). It was later found that this increase resulted, not from the new conditions, but from the knowledge of being observed. This finding provided strong evidence that people work for purposes other than pay, which paved the way for researchers to investigate other factors in job satisfaction.

Scientific management (Taylorism) also had a significant impact on the study of job satisfaction. Frederick Winslow Taylor's 1911 book, *Principles of Scientific Management*, argued that there was a single best way to perform any given work task. This book contributed to a change in industrial production philosophies, causing a shift from skilled labor and piecework towards the more modern of assembly lines and hourly wages. The initial use of scientific management by industries greatly increased productivity because workers were forced to work at a faster pace. However, workers became exhausted

Keywords

Person-job fit, Person-organization fit, turnover intentions, organization commitment

and dissatisfied, thus leaving researchers with new questions to answer regarding job satisfaction. It should also be noted that the work of W.L. Bryan, Walter Dill Scott, and Hugo Munsterberg set the tone for Taylor's work.

Some argue that Maslow's hierarchy of needs theory, a motivation theory, laid the foundation for job satisfaction theory. This theory explains that people seek to satisfy five specific needs in life – physiological needs, safety needs, social needs, self-esteem needs, and self-

actualization. This model served as a good basis from which early researchers could develop job satisfaction theories. Job satisfaction can also be seen within the broader context of the range of issues which affect an individual's experience of work, or their quality of working life. Job satisfaction can be understood in terms of its relationships with other key factors, such as general well-being, stress at work, control at work, home-work interface, and working conditions.

LITERATURE REVIEW

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.

RESEARCH METHODOLOGY

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

Sample Design

Geographical area/ Universe:

Universe of Study-Nagpur Region

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.

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

S.No	Category	Number
1	Supervisory level	300
2	Workers	300

Statistical Tools used: Primary Data Analysis

Chi-square test has been used to analyze primary data.

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 - 1

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

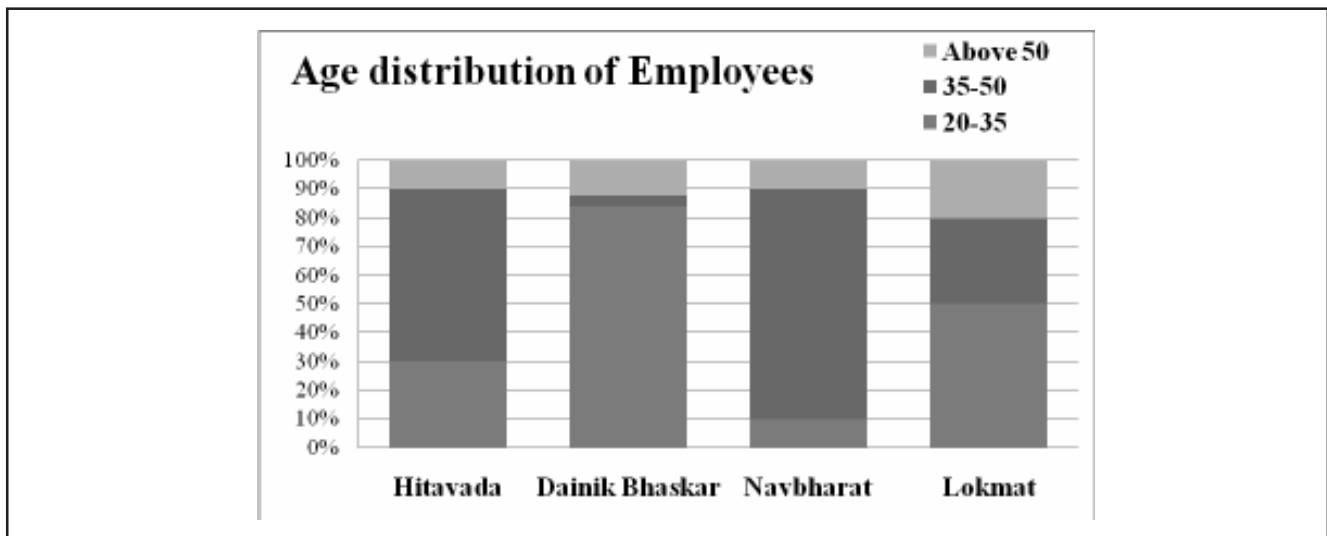


Fig1-Graph showing Age wise distribution of employees (take care of colour of bargraph)

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 has 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 of a high percentage of young employees in the newspapers.

Table2

Educational qualification wise classification of employees

Qualification	Hitavada	Dainik Bhaskar	Navbharat	Lokmat	Total
Under Graduate	10	18	0	30	58
Graduate	83	51	96	75	305
Post Graduate	57	81	54	45	237
Total	150	150	150	150	600

Most (approximately 90%) of the employees working in newspapers are graduates and post-graduates which is obvious.

Table3
Salary wise classification of employees

Salary Per Month	Hitavada	Dainik Bhaskar	Navbharat	Lokmat
Below 10,000	18	51	15	90
10,000-15,000	75	81	30	30
15,000-20,000	36	18	45	15
20,000-30000	21	0	60	15

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 4
Stages in the 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 - 5
Classification of employees according to the 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 - 6
Classification of employees according to the responses on 'Encouragement for offering opinions & ideas'

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

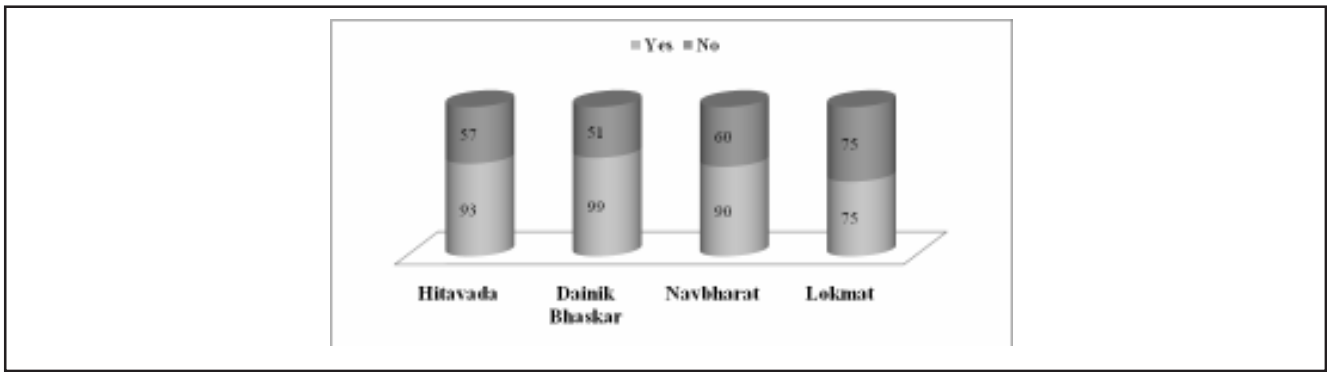


Fig - 2
Graph showing Classification of employees according to the responses on 'Encouragement for offering opinions and ideas'

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 - 7
Classification of employees according to the 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
Dissatisfied	36	66	33	90

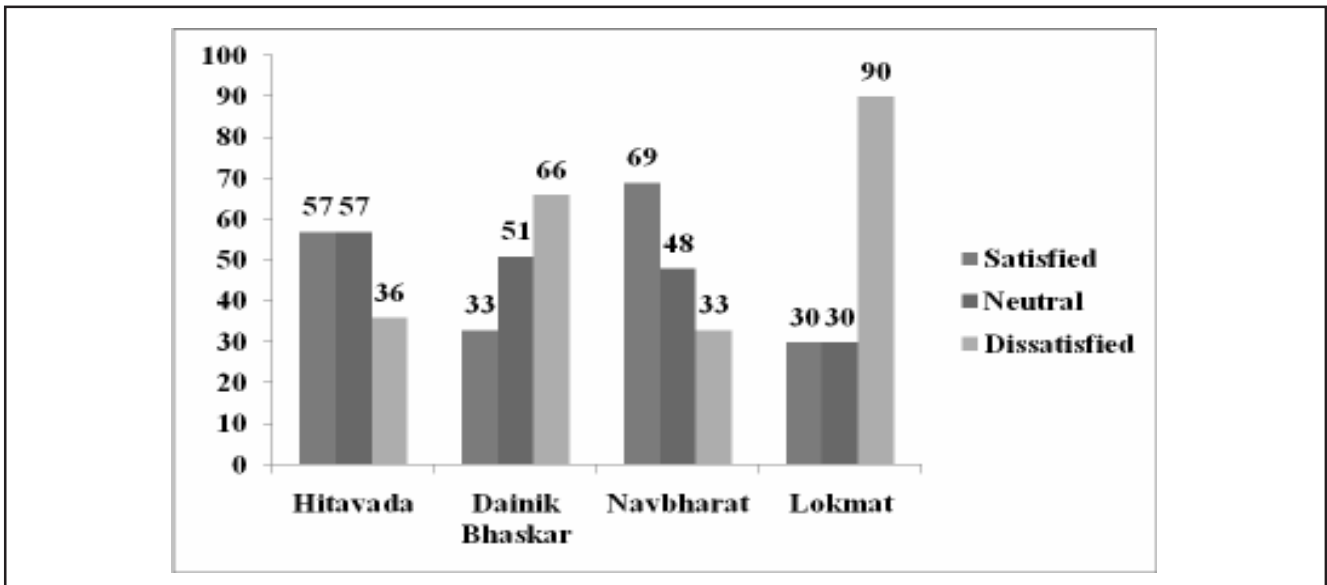


Fig - 3
Graph showing Level of satisfaction on the Pay scales

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 - 8
Classification of employees according to the responses on
'Level of satisfaction with working conditions'

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

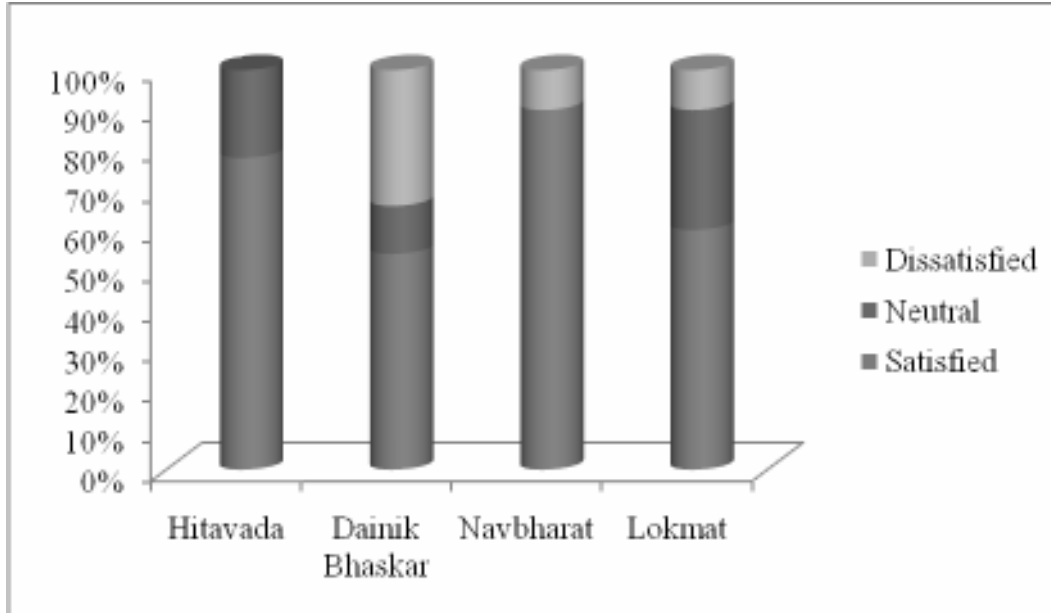


Fig - 4
Graph showing Classification of employees according to the responses on
'Level of satisfaction on working conditions'

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 respectively are satisfied about working conditions in their office.

Table - 9
Classification of employees according to their opinion on
'Level on satisfaction on Perks and Allowances'

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

Perks & Allowances	Percentage of employees (out of 600)
Satisfied	16.50
Neutral	33.50
Dissatisfied	50

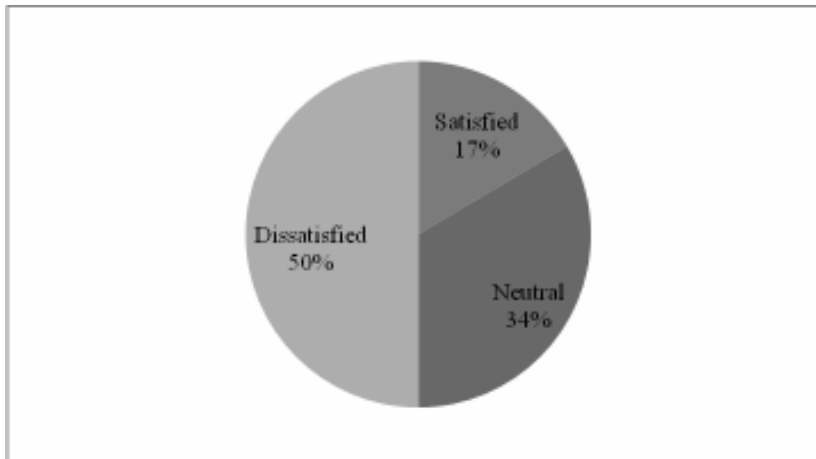


Fig - 5

Graph showing the satisfaction of employees on Perks and Allowances

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 responding employees (88 %) of Dainik Bhaskar are found to be not satisfied with the perks and allowances which they receive.

In general out of 600 responding employees from the 4 newspapers, only 16 % are satisfied with the perks and allowances. 34 % preferred to be neutral and 50 % have shown dissatisfaction on the facility of perks and allowances.

Table- 10

Classification of employees according to the opinion on 'Level of satisfaction with working hours'

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

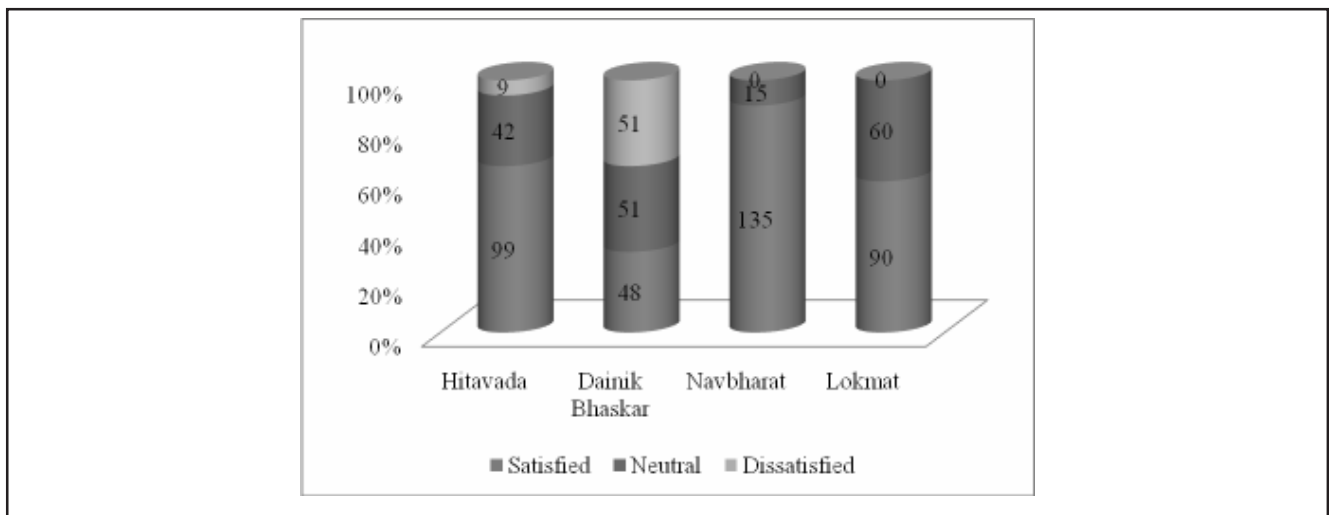


Fig- 6

Graph showing Classification of employees according to 'Level of satisfaction with working hours'

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 on working hours. In general 372 out of 600 employees (62 %) are found to be satisfied about their working hours.

Table - 11

Distribution of employees according to the opinion on 'Level on satisfaction on Leave'

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

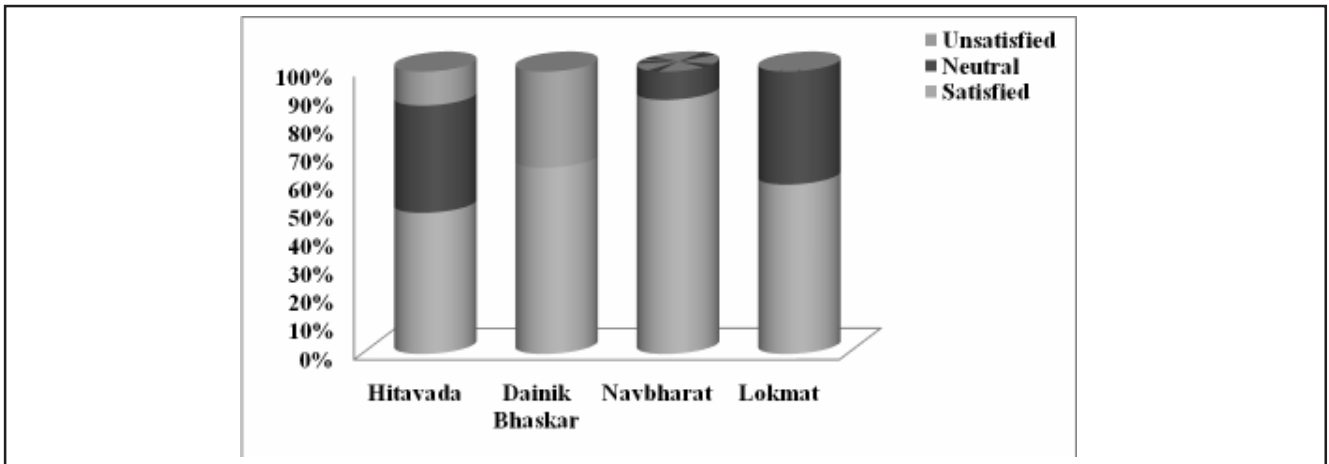


Fig - 7

Graph showing distribution of employees according to the opinion on 'Level on satisfaction on Leave'

90 % of the employees of Navbharat are found to be satisfied on the facility of leave. More than 50 % of the employees of the other three news paper expressed happiness on availability of leave.

In general, 399 out of all 600 responding employees (66.5%) have opined that they are satisfied on the facility of leave.

Table- 12

Distribution of employees according to the opinion on 'Level of satisfaction on 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
Dissatisfied	51	81	33	60	37.5

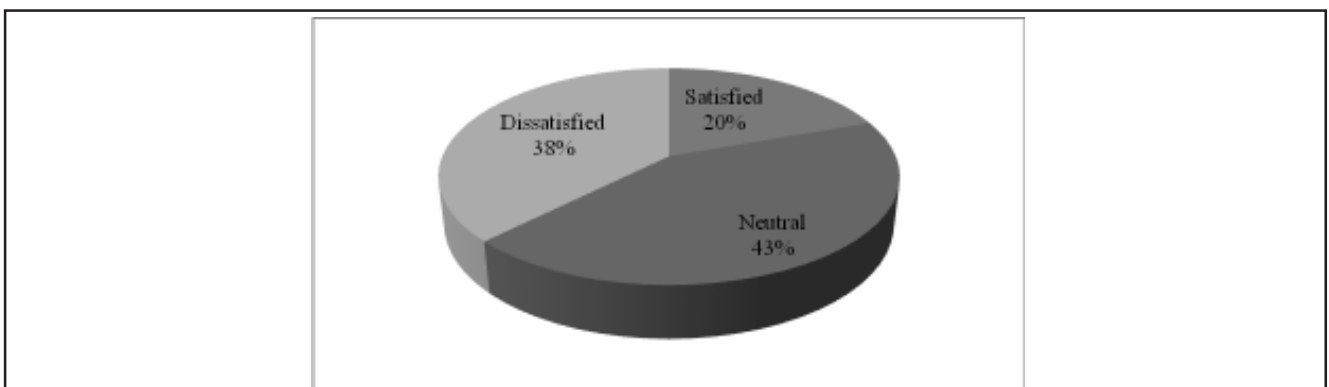


Fig - 8

Graph showing the classification of employees on the satisfaction of employees on Retirement Benefits

It is remarkable that, **only 19.5 %** of the total responding 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.

Important Findings-

- (i) Most of the employees (approximately 90%) working in newspapers are graduates and post-graduates.
- (ii) Among the responding 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.
- (iii) 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**.
- (iv) 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'.
- (v) 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.
- (vi) It is observed that, 78 % and 90 % of the responding employees in Hitavada and Navbharat and 54 % to 60 % employees in Dainik Bhaskar and Lokmat respectively are satisfied about working conditions in their office.
- (vii) Employees of Hitavada are found to be almost equally divided in their opinions on satisfaction about perks and allowances. Most of the responding employees (88 %) of Dainik Bhaskar are found to be not satisfied with the perks and allowances which they receive.
- (viii) In general out of 600 employees from the 4 newspaper agencies, only 16 % sampled employees are satisfied with the perks and allowances. 34 % of the employees have preferred to be neutral and 50 % have shown unhappiness about perks and allowances.
- (ix) 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.

- (x) 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.
- (xi) It is remarkable that, only 19.5 % of the total responding 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 study :

- (a) Though 70 % of employees of Navbharat are satisfied with availability of employer satisfaction programme, **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 and 54 % to 60 % employees in Dainik Bhaskar and Lokmat respectively 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 the data.

Data Analysis

Categorical Analysis Employees' Data

From the collected data on 600 employees of these 4 news paper 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:

Contingency table for Educational Qualification and Monthly Income of employees

Monthly income(Rs.) \ Educational Qualification	Below 10,000	10,000-15,000	15,000-20,000	20,000 - 30000	Total
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

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.

Estimated Number of employees with the Monthly Salary (in Rs.)

Monthly Income (Rs.) \ Educational Qualification	Below 10,000	10,000-15,000	15,000-20,000	20,000-30,000	Total
	Under Graduate	16.82	20.88	11.02	9.28
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

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

using the formula, $E_{ij} = \frac{(R_i)(C_j)}{N}$; where R_i and C_j are

the i^{th} 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

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.

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 presented below-

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

$$\chi^2_3 = 1.369, \text{ with a p-value} = 0.713$$

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.

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

$\chi^2_9 = 69.75$ with a p-value = 0.

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.

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

$\chi^2_3 = 12.064$, with a p-value = 0.007.

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.

Contingency table for Level of satisfaction about Working hours and Working conditions

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

$$\chi^2_3 = 112.059, \text{ with a p-value} = 0$$

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.

Conclusions

It can be concluded that 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 working conditions' in the office.
- In all, 62 % of the employees are found to be satisfied about the 'working hours'.
- In all, out of 600 responding employees, 399, i.e. 66.5% have expressed satisfaction about 'availability of leaves'.
- In the print media, the monthly income of employees is found to be associated with their educational qualification.

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