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## Research Paper

## JOB SATISFACTION OF MEDIA PROFESSIONALS: A COMPARATIVE ANALYSIS OF KARNATAKA AND TAMIL NADU STATES' PUBLIC AND PRIVATE MEDIA ORGANIZATIONS

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### ABSTRACT

**J**ob satisfaction is a complex phenomenon that has been studied extensively by social scientists and researchers. The job characteristics as predictors of job satisfaction in modern media organizations of Karnataka and Tamil Nadu states are primarily investigated in the present study. The overall study shows that the correlation among media organizational culture, job security of media professionals, job involvement of media professionals and job advancement of media professionals are positive and statistically significant. The study reveals that the media institutions have created opportunities to develop the skill, knowledge and expertise of the employees and recognized the performance of media professionals. The study emphasizes that the media institutions have adequate organizational developmental opportunities. The media institutions should boost the morale of the media professionals to dedicate themselves in their job, adapt the organizations' culture and contribute for the progress of media institution, media profession and nation. The media leaders should promote greater professional development by creating a learning environment in which people are encouraged to learn from other role models and success stories.

**KEYWORDS:** Job satisfaction, job involvement, human resources, desirable job

### PREAMBLE

Job satisfaction is a complex phenomenon that has been studied extensively by social scientists and researchers. Job satisfaction is a multi-dimensional concept influenced by several variables including the socio-demographic characteristics of the employees. These organizations have an obligation towards the employees who build the institutions and produce the

wealth. The employees will find better job satisfaction if they are blessed with adequate job advancement facilities and opportunities. The job advancement involves application of several technological and operational strategies and adoption of best practices of human resources management. In fact, job satisfaction has recently attracted increasing attention from human



resource management experts. Modern organizations cannot march towards progress without skilled, resourceful and competent manpower in the age of competitive business management. The job characteristics as predictors of job satisfaction in modern media organizations of Karnataka and Tamil Nadu states are primarily investigated in the present study.

### **JOB SATISFACTION OF PERSONNEL**

Certain job features such as gender, job satisfaction, role conflict, role ambiguity, role overload, input into decision making, and organizational fairness indirectly affected employees' decisions to leave the job. Improvement of work environment and job satisfaction would ensure low turnover in modern organizations (Lambert and Hogan, 2008:14). The high turnover rates of the employees adversely affect the security, safety and prosperity of the organization and employees.

Organizational commitment, job satisfaction and work motivation had enhanced the job satisfaction of employees as prominent job characteristics (Suman and Srivastava, 2009:26). Scholars have noted the correlation between job characteristics and job satisfaction. The five core job characteristics of skill variety, task identity, task significance, autonomy, and feedback as reasonably objective, measurable and changeable properties of work and that foster the desired psychological states, which in turn motivate positive personal/work outcomes (Azash et. al. 2012:01).

In the age of competitive business management, the professional environment and organizational environment are constantly changing. The modern organizations are required to develop concrete interventions to increase levels of the desirable job characteristics of the employees. The corporate leaders in modern organizations should realize the importance of treating empowerment as a multidimensional construct by showing that the dimensions of empowerment can be differentially affected by various factors affecting job satisfaction and job advancement of professionals. There is a need for adopting a multidimensional approach to organizational development with a focus on the empowerment of the employees.

Empirical studies have revealed the convergent support for the causal effects of task significance on job performance and provide novel insights into the relational mechanisms and boundary conditions for these effects. The task significance plays an important

role in increasing job performance. The task significance increases employees' perceptions of social impact, which, in turn, enhance their job satisfaction and performance (Grant, 2008:10). The job satisfaction of employees is essential to the success of any business. A high rate of employee contentedness is directly related to a lower turnover rate. Thus, keeping employees' satisfied with their careers should be a major priority for every employer. The management should actively seek to improve the job related factors if they hope to lower their turnover rate (Gregory, 2011:12).

Job satisfaction is a function of satisfaction with different aspects of the job, such as nature of work, supervisor, co-workers, leadership style etc., and of the particular importance one attaches to these respective factors. Job satisfaction is rather a general feeling of contentment with the various facets of job and work environment (Sarma, 2012:23). The management has to give more attention to the direct and indirect influences of variables on intention to quit as opposed to the actual act of turnover. The intention to quit may be a more important variable than the actual act of turnover. The employees should also be encouraged to contribute their ideas into decision making in order to gain greater job satisfaction. Organizational commitment is likely to be higher among employees who perceive they have input into decision making. The direct and indirect effects of the work environment and personal characteristics should be examined in order to design better interventions to increase the job satisfaction and organizational commitment to employee's welfare.

The improvement of economic status of business organizations has also contributed significantly towards better job satisfaction of the employees. Consequent on in better labour market stabilization, the employees also enjoy high level of satisfaction, since employers have been more willing and able to boost salaries, benefits and perks for their workers. The competitive business environment also offers several opportunities for the resourceful and competent professionals in modern times.

### **REVIEW OF LITERATURE**

Scholars have examined the intrinsic and extrinsic factors associated with job satisfaction of professionals and employees in various organizations. They have noted that inadequate job recognition, job satisfaction and job advancement opportunities had created dissatisfying situations. Studies have revealed that both intrinsic and extrinsic factors can be sources of both satisfaction and dissatisfaction, but intrinsic

factors are stronger in both cases. Prominent studies relating to job satisfaction of personnel include - Shipman and John (1986:24), Bergen and David (1988:02), Powers (1991:20), Bramlett-Solomon (1992:04), Bramlett-Solomon, (1993a:05), Bramlett-Solomon (1993b:06), Keith and Underwood (1993:13), Pokrywczynski and Crowley (1997:19), McQuarrie (1999:17), Man et. al., (2004:15), Chan et. al. (2004:07), Subervi-Vélez (2004:25), Greenberg et. al. (2007:11), Massey and Jacqui (2007:16), Reinardy (2009:21), Ryan (2009:22), Blye (2012:03), El-Nawawy and Strong (2012:08), Flores and Subervi (2014:09), Oladipo and Onuoha (2014:18), Wenzel (2015:28), Zulqarnain and Hassan (2016:29) and Walton (2017:27).

### SIGNIFICANCE OF THE STUDY

Scholars have defined the job satisfaction of personnel by taking into account different variables and dimensions. Job satisfaction reveals the degree to which employees have a positive affective orientation towards employment by the organization. It is important to note that job satisfaction and job advancement are the key aspects of scientific human resources management in modern times. Job satisfaction is a complex phenomenon that has been studied extensively by social scientists and researchers. Job satisfaction is a multi-dimensional concept influenced by several variables including the socio-demographic characteristics of the employees. This study explores that linkage between job satisfaction and job advancement of media professionals. The job advancement of the professionals and employees are the crucial factors which determine the quality of human resources management in modern organizations. The employees will find better job satisfaction if they are blessed with adequate job advancement facilities and

opportunities. Modern organizations cannot march towards progress without skilled, resourceful and competent manpower in the age of competitive business management.

The review of literature clearly indicates that job satisfaction of media professionals in public and private sector organizations are not studied extensively by the past researchers in India and abroad. Hence, the present investigation assumes academic significance.

### OBJECTIVES OF THE STUDY

With job satisfaction and advancement of media professionals in public and private sector organizations being the thrust area, the research proposes to:

1. Assess the attitude of media institutions towards job satisfaction,
2. Analyze the level of job satisfaction of media professionals; and
3. Suggest appropriate measures for the enhancement of job satisfaction of media professionals in public and private sectors.

### RESEARCH METHODOLOGY

The present study approached the problem through a scientific survey method. The job satisfaction of media professionals in public and private sectors of Karnataka and Tamil Nadu states was evaluated through an organized empirical investigation. These two states have a good number of public and private media organizations in South India. About 576 respondents were selected on the basis of incidental, purposive and stratified sampling techniques for the purpose of primary data collection.

**Distribution of the Study Areas and Sample**

Sl. No.	Study Area	Reporters/ Correspondents	Editorial Staff	Programme Staff	Technical Staff	Total
1.	Karnataka	118	86	68	22	294
2.	Tamil Nadu	102	84	62	34	282
Total		220	170	130	56	576

N=576

The primary data was gathered by administering the interview schedules to the various media professionals like reporters, correspondents, editorial staff, programme staff and technical staff of both print and electronic media institutions in Karnataka and Tamil Nadu states. A structured and pre-tested interview schedule was administered to the representative sample consisting of the above groups of media professionals. Primary data was gathered from

about 576 respondents representing both public and private media institutions.

### STATISTICAL ANALYSIS

The study being descriptive in nature, no parametric statistical tests were involved to draw inferences based on the sample results. The interpretation of the chi-square and contingency table analysis justify the assumption of independence which was primarily carried out at the 0.05% level of

significance. The prominent statistical tests adopted in the present investigation include - frequencies and percentages, chi-square test and contingency table analysis.

## FINDINGS OF THE STUDY

### Demographic Features

- There were more number of male respondents (68.75%), 20-35 years age groups (53.99%), graduates and post-graduates educational categories (78.13%), media professionals (90.28%), upper and middle SES categories (67.71%) and Karnataka state (52.43%) respectively among the study sample.

### Job Satisfaction of Media Professionals

- Media institutions have created healthy working conditions (68.06%).
- Media institutions have created opportunities to develop the skill, knowledge and expertise of the employees (70.14%).
- Media institutions recognize the performance of media professionals (71.88%).
- Media institutions have created sound supervisory structure and developed the problem solving capacity of supervisors (70.49%).
- Media institutions have not created facilities for career-counseling, career-planning and career-development (68.40%).
- Media institutions have not formed various committees to ensure timely crisis management and disaster management functions (72.57%).
- Media institutions do not have democratic control over decisions and demonstrated regularity in fulfilling organizational commitment (65.62%).
- Media institutions have ensured sound policy and procedure for disciplinary action and capacity development of the employees (62.50%).
- Media institutions do not have adequate provision for settlement of disputes, provision for appeal, ground for negotiation and involvement of employees' association (65.28%).
- Media institutions have adopted sound persuasive technique for better performance of media professionals (68.40%).
- Media institutions have adopted the technique of encouraging media professionals in times of peace and crisis (69.79%).

- Media institutions have not developed sound system of delivery of justice (72.57%).
- Media institutions have adopted effective administrative reforms system (73.96%).
- Media institutions have adequate organizational developmental opportunities (75.35%).
- Media institutions have not ensured a balanced approach to family and professional development (71.18%).

## TESTING OF HYPOTHESIS

*H1: The public and private media institutions of Karnataka and Tamil Nadu states have not adopted innovative human resources management practices for the enhancement of job satisfaction of media professionals.*

The data analysis indicates that public and private media institutions of Karnataka and Tamil Nadu states have adopted innovative human resources management practices for the enhancement of job satisfaction of media professionals. Hence, the hypothesis stands disproved according to the data analysis.

## IMPLICATIONS OF THE STUDY

There are various stakeholders of national development and media management in modern times. The central government has a responsibility to formulate suitable policies for the educational empowerment of people through meaningful media intervention programmes in a pluralistic society like India. The people should not be treated as mere receivers of media services but they must be actively involved in policy making, planning, implementation and evaluation of various development programmes in India. The media professionals should be protected, promoted and empowered in India in order to play a responsible role in the process of nation building. The following suggestions are made with a view to improve the job satisfaction of media professionals in India.

### Job Satisfaction Related Suggestions

- The Government of India should constitute the wage boards for professional journalists and non-journalist employees once in three years and ensure judicious salary and other financial benefits.
- The media institutions should be regulated by progressive media laws and constitutional norms to ensure job security, satisfaction and advancement of media professionals.

- ↪ The media institutions should adopt innovative methods for media management with a focus on human resources management and human resources development in the age of competitive media management.
- ↪ The media institutions should provide freedom to cultivate better socialization practices among media professionals.
- ↪ The media institutions should provide adequate professional training opportunities for the development of professional skill and competence of media professionals regularly.
- ↪ The media institutions should ensure adequate opportunities to involve the media professionals in the institutional activities.
- ↪ The media institutions should provide adequate incentives for better job involvement of media professionals.
- ↪ The media institutions should enhance the quality of work life.
- ↪ The media institutions should adopt the concept of empowerment of media professionals.
- ↪ The media institutions should boost the morale of the media professionals to dedicate themselves in their job, adapt the organizations' culture and contribute for the progress of media institution, media profession and nation.
- ↪ The media institutions should enhance the job involvement of media professionals through constant improvement of the level of job satisfaction.

## CONCLUSION

The overall study shows that the correlation among media organizational culture, job security of media professionals, job involvement of media professionals and job advancement of media professionals are positive and statistically significant. The media institutions are required to adopt scientifically innovative and practically rewarding strategies for effective media management in the competitive age of business management. The media owners and leaders should boost the morale of the media professionals and facilitate greater production and productivity. The media leaders should improve their leadership behavior which has a positive impact on job satisfaction and job advancement of media professionals. The media leaders should explore new avenues and possibilities to inspire the media professionals to higher performance. The trust can be built from a leader's rock-solid honesty and

integrity. The media leaders should promote greater professional development by creating a learning environment in which people are encouraged to learn from other role models and success stories. The media leaders should also gain more confidence with the highest levels of job satisfaction and job advancement of media professionals. The present empirical study establishes the truth that the media professionals should be enabled by the management to inculcate sound professional qualities, responsibilities and capacities on the basis of sound media organizational culture, positive attitude towards profession, active job involvement and career advancement opportunities.

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