WORK MOTIVATIONAL STYLES IN MEDIA ORGANIZATIONS

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ABSTRACT
The study used both primary and secondary data to find out the factors of work motivation in the print media organizations. Five media organizations were selected. From each organization, 30 employees were selected following the random sampling technique. A pre-tested schedule was administered. Results reveal that journalists have a positive job orientation and derive satisfaction from the work assigned to them. They are self-motivated, efficient and happy in their respective positions. Employees will be encouraged in their work places if they are given some incentives, recognition and honour.

KEY WORDS: Work Motivation, Media, Print Media, Job attitudes.

INTRODUCTION
The research work entitled "Job Attitude in Media Organizations" is an empirical study of working journalists of Odisha. Most of the major media houses are concentrated in the twin cities of Bhubanswar and Cuttack. Some other function from Berhampur, Rourkela and Sambalpur. Small and periodical media organizations also operate from the numerous towns, blocks and villages of the state adding their strength in a significant manner.

The print media has a strong presence in the entire country and Odisha is no exception in this regard. With a long and significant historical development, the medium has grown vigorously or the years. With the advent of modern technology, the print media in India has benefited immensely by adopting the inventions to its advantage. Due to the introduction of the efficient and capital intensive electronic means, it was feared that the print media would loose out to the electronic media in a most significant way. But this has proved unfounded and so far, it remains the most popular form of mass communication in the country.

In Odisha, there are 41 newspapers with a combined circulation of 29,66,000 as per the data available from the Registrar of Newspapers in India (RNI) and the Audit Bureau of Circulation (ABC). The figure includes both the English and Oriya newspapers. While some of the publications are dailies others are published periodically. Roughly, these newspapers employ, directly or indirectly, thousands of persons in various capacities.

It is a matter of great satisfaction that, Odisha has at least three newspapers, the Samaj, the Prajatantra and Dainik Asha (Asha) started in the pre-Independence era. In the past, the state saw a number of additions, especially in terms of the language publications. Some of the prominent oriya dailies of the state are The Sambad, The Dharitri, The Pragatibadi and he Samaya, etc. However, efforts to publish viable English newspapers in the state have not succeeded so far due to lack of adequate response from the readers of the state. Mentions may be made of The Eastern Times, The Odisha times, and the Indian Era in this connection which so far failed to hit the stand in a conspicuous manner. The major reason for the failure of the English dailies in the state can be attributed to the dominant presence of the national

dailies in English with rich contents and for their lower prices. The thin and over priced English dailies, with inferior contents and print quality have to face stiff competition from The Times of India, The Hindu, The Pioneer, The New Indian Express and The Hindustan Times, etc. This is not to suggest that we lack the required talented human resources.

If we watch the recent trend during the last ten years, then we find that increasingly the national dailies, specially published in English, Hindu and Telugu have started to open their sub-offices here, either to bring out local editions or to improve circulation. The process has generated cut throat competition among all the dailies. As a result, locally employment opportunity for the state journalists has increased substantially.

Importance of the Study

It is in this background that the present research work was devised. The print media sector lays a significant role in informing, educating, and mobilizing the citizens of a country. As one of the pillars of democratic society, the healthy growth of this sector is directly related with good governance and social progress and development. In the 21st Century, aptly christened as the information era, the media has become more need than a luxury. We can not imagine life without it.

Most of the media organizations, mainly the print media in our country is owned and managed by individuals, corporate houses, non-governmental organizations, and trusts, etc. This means that the employees of the organizations elated with the business of publication of newspapers are seldom government servants and belong to the private and public sectors Of late, the Central Government has decided to invite foreign equity for investment in the existing newspapers or even to start new ones. The print media which was so far free from 'control', government or otherwise, now face the prospect of accommodating the powerful foreign players with big time money and professional expertise. They are, in coming days, sure to bring in modern technology as well as modern management practices, alien to us. Now the big print media houses of the country are poised to explore the possibilities of the participation on nationals of Western Countries in their boards, some of them being big names in this sector. In the rapidly changing atmosphere, the print media sector is full of expectations and no one has clear idea as to how it is going to affect it. Changes are imminent and the print media organizations of our country are getting ready for the eventuality and adjust itself in the altered scenario.

As we know, when organizations experience changes due to innovation, technology, competition, equity restructuring, etc., the employees are the first victims – for the better or worse. Further the globalization and liberalization process, vigorously pursued by our government has resulted in the dilution of the labor laws favourable to the working class. As a direct fall out of this, the management of an organization, with up to 1,000 employees can dismiss the employees at will. For the last few years, we have also seen the gradual decline of trade unionism and the employees and workers are virtually left in the lurch to fend for themselves. Like the employees of other industries and private or public organizations, the workers of the print media sector are also gradually adversely affected by this development.

It is therefore necessary that scientific studies be conducted in the print media organizations to find out the present state of affairs of the employees and the structural and functional effects on them. It will be pertinent to understand the various attitudinal, motivational factors associated with the employees in the present context.

It is an accepted fact that in our country studies of employees in organizations are few. Such studies conducted in print media organizations are even scanty. Therefore, it was felt necessary to plan the present study, which will be a much needed contribution in this field. We also understand that studies on the employees of the media organizations in Odisha are

virtually non-existent and it is desired that research work on such topics will better our appreciation of the sector.

The print media organizations are unique in the sense that these are simultaneously organized and unorganized with high fluctuations and reduced job security. These are also highly sensitive to the market forces an technological inventions. Through this study, therefore, we have attempted to understand the job attitude of the employees of the print media organizations of Odisha.

Area of Study/Limitation and Scope

Since majority of the print media organizations operate, either from Bhubaneswar or Cuttack, the area of the research work will be these two cities and therefore excludes other places in the sate. Newspapers having more than one lakh print run, in case of the vernacular press, and national dailies in English having offices in the state, were selected irrespective of the size of the staff. S consequences, the small establishments were not taken into account. Further, no discrimination was made on the basis of gender, educational qualification, linguistic or racial affiliation, religion, age and nature of job (temporary, permanent etc.). We also selected those journalists directly responsible for the collection and editing of news stories and excluded the supporting staffs. The positions of our respondents can be described as reporter, sub-editor and editor excluding the photo-journalist who do not directly deal with stories as such.

Objectives

The following propositions are the main objectives of the study
   1)   To find out the factors of work motivation in the print media organizations
   2)   To find out the level of motivation of the employees in these organizations, and
   3)   To find out other relevant processes in the organizations, which are basically functional in nature.

Research Design

As a preliminary research work and n the absence of sufficient background information or related published or unpublished studies ion the employees of the print media organizations of Odisha, the study ahs been designed as an exploratory research.

While deciding so, our main consideration was to generate interest among the researchers to address in depth studies in future about these organizations. This research design is suitable also due to limitation of time and resources available to us. The research work, being exploratory in nature does not test any hypothesis or intends to develop any null hypothesis after the analysis of the collected data.

Method

In order to achieve standardization, while collecting data from the field, we employed the scheduling method for obtaining the primary data. Since, the selected respondents work in a 'deadline' atmosphere in the print media organizations, the schedules were administered at the residences, during off time hours as per the specific nature of the assignments of the respondents. This greatly helped us to get accurate and qualitative data, the subjects being fully relaxed and did not feel the immediate restrictive organizational culture, in few of the cases. Telephonically and personally, prior appointments were fixed as per the suitability of the respondents which was within the predetermined time limit of the research work.

Secondary source of information was collected from the available published materials available in the libraries of "The Samaj", Hare Krushna Mahatab State Library and Parija Library of the Utkal University. For this purpose, related books and journals were utilized.

While analyzing the data, all the questions of the schedule were assigned uniform values such as 1, 2, 3, 4 5 and the total values of the respective blocks (cluster and answer) were obtained to calculate the average, eventually leading to various averages in the sample available for analysis.

Tools

Based on the nature of the print media organizations and review of literature, e framed specific questions for inclusion in the schedule used for the purpose. The tool was pre-tested in actual field situation and based on insights, suitably modified to avoid operational problems.

Sample

The print media organization sample is characteristic in nature (i.e., one lakh circulation) which gave us a coherent and manageable number of organizations to be studied. We arrived at a concise sample of five media organization. While selecting the respondents for the study, through the non-probable random sampling technique, the desired sample of 30 was achieved by personal contact with the willing respondents. The sample was constructed in a disproportionate wayso far as the individual organization is concerned. It was based on the fact that this research work, accepted by definition, all the selected print media organizations as a single entity and therefore constituted a single universe or supply for the purpose. A representative sample of 30 respondents against a total of 1500 employees comes to about 20% and therefore can give us enough scope to draw reasonable conclusions about the universe.

Problems faced in the Field

Before the start of the field work, we contracted the management of some of the print media organizations to seek permission to carry out the field work in a future date. However, after discussion it was felt that it would b difficult to get the official permissions. We also realized that the top management was agreeable to the research work, only if conducted outside the office and 'unofficially'. Some of the persons in the management even encouraged us by saying that general studies of the print media organizations are a right step.

When we contacted few of the employees, most of them agreed to participate in the research work. Therefore we decided to administer the schedules, outside the organizations which gave us rich dividends.

DISCUSSION AND RESULTS

The research work for the present study was conducted in the selected print media organizations of Bhubaneswar and Cuttack by the administration of a standard schedule. The schedule, used for collection of primary data from 30 respondents of the constructed sample contained eight clusters with predetermined value based questions and another four segments at the end having non value oriented multiple choice questions. Based on the specific requirements, groups of questions (clusters) with identical angles were put together. These clusters specifically attempted to ascertain the views of our respondents on 12 different aspects.

The entire exercise revolved around the following issues:

1) Level of bureaucratization in the organizations
2) Nature of job orientation of the employees
3) Degree of job satisfaction
4) Stability of the personnel, as continuance in the same organizations
5) Work place satisfaction
6) Acceptability of management with the workers
7) Existence of performance satisfaction
8) Aspects related to the growth and development of the organizations
9) Decision making process in the organizations (Line Management)
10) Employees participation in the management process
11) Interaction of the employees with top management; and
12) Involvement of the employees in general decision making process.

Analysis of Data

The first cluster, which contained 24 specific questions, yielded a total value of 2716 in respect of all the 30 schedules, here for each question, values of 1, 2, 3, 4, and 5 were assigned as under the heads 'strongly disagree, disagree, undecided, agree and strongly agree', respectively for the answers across the line. This parameter was maintained constantly up to question number eight in the schedule. To find out the degree of a particular issue, in each cluster, all the questions were credited with equal value of five and the average was calculated for interpretation. For example, in the first cluster there were 24 questions and a total value of all the questions came to be 120 and the average coming to 60. If the answer vale moves up from this point, the degree of the incidence increases in the scale progressively. If the answer value decreases from this point the degree of the incidence decreases regressively.

Discussion

The classical example of a bureaucratic organization is the government administration all over the world. Max Weber theorized that a rational legal bureaucracy is a sign f social progress. The ideal type of such an authority is a misnomer. Practical experience proves that even though it is preferred over the traditional or charismatic authority structure, the arrangement may turn out to be a monolithic system, slow in delivery and extremely slow to respond to changes.

Level of Bureaucratization

The above discussion was preferred because and analysis of the response of the respondents of the print media organizations in Odisha proved that they sport a bureaucratic make up, country to the perception that private or those organizations not controlled by the government will somehow appear ultimate profit for the organizations concerned. The result here proves that the workers enjoy there work and therefore likely to contribute their best while on job.

An oriented employee knows what to do when to do and how to do his/her job and requires less supervision. This leads to better productivity and reduced mistakes. Moreover, a positively oriented workforce quickly responds to the extra demand of work, which may be necessary at times. Even in a bureaucratic structure, the employees of the print media organizations in Odisha are amply committed t their work. Definitely it will go well with this sector.

Job Satisfaction

The employees' overall satisfaction in the work place is vital for the well being of the workers. It is erroneous to believe that a fat pay package, which includes liberal perks, is the principal factor of job satisfaction of the individuals. Rather, it is well established that employees' job satisfaction s dependent on a number f factors such as power, position, freedom, prestige, nature of work, work hours, participation in decision making, rewards, relationship with colleagues and others in the organization, expertise, job security and future prospects along with the name and fame of the organization. A positive work culture brings in the desired level of satisfaction in the workers in any origination. In a stress free environment, the employees also feel more satisfied.

In this section, we asked questions taking into account four major parameters. We particularly wanted to know, whether employees of a particular media organization suffer from 'relative deprivation' while comparing their own organizations with other print media establishments. Further, our aim was also to find out how the employees feel about their bosses. Two other questions were framed to judge the effect of emoluments on the employees vis-à-vis what actually they contribute on job as labour and whether the employees were at ease with their own assignments? In this segment, it was clear that the employees of the print media organizations are a satisfied lot. The score was 15.2 as answer value and 10 as the cluster value, indicating high level of job satisfaction for the journalist. Even though the financial returns for the employees in the studied newspaper organizations are not good, the three other factors have somehow contributed favourably, promoting job satisfaction among them. In general, we can say that the employees surely feel fine about their bosses, the work they do, and most importantly, feel highly about the organizations in which they work.

Stability of Employees

Retention of the employees is a major concern in the private and public, as well as commercial organizations. A continuing and stable workforce is beneficial to these concerns in the sense that it can continue with a loyal and well trained work force with less disruption of the work schedule. Organizations, where exodus is high, hey loose trained and experienced human resources to their rivals. They have to also spend extra money to recruit and orient the new entrants and have to cope with loss of work hours. The organizations may also face he problem of offering increased emoluments and perks to the freshly hired hands, especially if there is a shortage of personnel and high degree of expertise is necessary for the positions.

In a highly competitive environment, employees with extra qualifications, junior or mid career level employees, sickness of the organization, reduced job satisfaction, etc are factors that promote flight of the work force for greener pastures. However, in a situation of restricted job opportunity due to stunted growth of a particular sector, the employees may feel forced to continue in their present organizations.

If we observe the present scenario, in respect of the media organizations, it is found to grow considerably. Reversing the earlier trend, now professionally trained human resources are decisions concerning the emerging problems faced by them. It also facilitates proper planning and execution of work in the newspaper organizations.

Additionally, it was noticed that the disagreements and conflicts natural to any operation involving a number of tasks and employees are also addressed and solved for the better. This is a process by which the newspaper organizations face the emerging realities in a practical and matured way.

Work Place Satisfaction

Most of the respondents also stated highly about the overall images of their organizations, when asked to evaluate the performance level of the media organizations they worked for. It is a positive fact that the employees view their organizations as efficient. Below, are the values obtained by us after tabulation for this segment; cluster value 7.5 against an answer value of 10.44, which is well above the cut off point in the scale.

In an environment of rapid change sweeping the world, organizations, small and big have gone out of operation overnight. Nevertheless, many have also survived the onslaught by quickly finding ways to readjust with he emerging situations. When minor changes occur, it is relatively easy to cope up with it. But major changes are not uncommon in a globally linked economy. With the vigorously pushed liberalization policy pushed by the Indian government, employees as well as organizations are experiencing the hard realities of change management in several innovative and hard ways.

The newspaper sector is no exception to this change process. Above all, it is also extremely market sensitive and technology dependent, which further increases the risk. Most of the publications in India s far have survived under the government patronage by receiving subsidized newsprint and liberal does of government advertisement. Without this, probably, most of the publications will simply become commercially unviable. Price war and cutthroat competition in this sector has further weekend the survival prospects of the newspapers in general. The announcement of the Central Government that it will allow foreign equity participation is going to have far reaching consequences, sooner or later. It is therefore essential that the print media organizations remain alert to he changes, likely to affect them.

Thus research was specifically designed to know the preparedness of the print media organizations in this direction. We can say that our finding is optional as the questions were addressed only to the employees of the newspaper organizations. In the absence o the reaction of the management, we have to admit that it is partial and falls in the realm of perception but equally useful to know about the readiness of the organizations to adjust the changes, especially arising out of new government policies.

For the two questions in the segment, we obtained positive answers in the sense that the answer score was 10.44 while the cluster score was 5. The employees strongly believe that the newspaper organizations will certainly respond to the changes and adjust accordingly. Most probably, as the employees see it; their media organizations have a strong sense of survival.

There is various ways in which the employees are rewarded. This goes a long way in infusion of satisfaction in the employees for their work and acts as a foundation for effective performance. It is a mechanism by which further skills required for the tasks can be transferred to the employees by means of specialized training.

Performance Satisfaction

We were particularly interested to know if the media organizations of Odisha adequately encourage their employees by giving them promotion, increment, certificate of merit and honor, or provide skill enhancing training. These performance satisfactions segment questions were four in number with an average cluster value of 10 where the answer average came to be 14.3. From this result, we can conclude that the newspaper employees felt that the hard working and efficient personnel should be rewarded variously as above to recognize their contributions. Here, we want to point out that we have not found out how the employees are actually being rewarded by the newspaper organizations but how the workers perceive the issue. Primarily, the conclusion is helpful because it gives us an insight about the

aspirations of the newspaper employees in this regard. However, it is altogether another matter, as to how the organizations themselves view it. But there is no doubt in our part to suggest that the reward mechanism is essential and if implemented it makes the employees give their best while on job, resulting in overall growth in the organizations.

Growth and Development of Organizations

In this section, six questions were asked to the 30 respondents of 5 media organizations to find out as to how the newspaper organizations are inducing self growth by their efforts to excel as viable operational units. For this, we believe that the newspapers should be fully aware of the activities of their counterparts in the state as well as cooperate with other organization having similar objectives. Further, they must be able to compete with other products of similar nature available in the market. A print media organization is also a commercial entity and needs the support and patronage of the customers. Consumer satisfaction and establishment of a meaningful continuous relationship with the customers, help a lot. With so many alternatives available to the consumers, the newspapers are required to survive the quick sand of the unpredictable market forces by endearing the consumers. An organization can only develop, if it constantly negotiates these and other related external factors successfully. Our research work concludes that the print media organizations are fully aware of the externalities and accordingly pursuing measures to generate favourable results to their benefit by constantly evolving. It is needless to say that the newspaper organizations studied showed a strong tendency for organizational development. The fundamentals of the art of survival, it appears is known to them as we got the following scores; cluster value being 12.5, the answer value comes to 18.77.

As indicated earlier the four questions in this section were not assigned any value and were formed in such way, so that based on the actual score, analyses could be made.

Decision Making

Out of a total of 30 respondents, majority of the respondents (22) said that if representatives of the employees were allowed to participate in the planning and decision making process of the organization, then it will gain t a large extent. While six employees believed that the positive impact will be little, only two of them completely disagreed with the suggestion. Since, thee is a burning desire among the newspaper employees to participate in the above process, it is an important fact for consideration by the management.

Involvement of Management

Overwhelmingly, most of the respondents found that the top management of their organization is directly involved and guide the workforce. For this, we obtained a tally of 22 in the sample. In a minor way the middle, junior management and the employees have their say in the affairs of the newspapers studied by us with the scores coming to five, one and three respectively. This amply proves that the media organizations re basically have authoritarian system of management, apart from being bureaucratic in natures.

Interaction of Top Management

Our study indicates that the top management do take into account the importance of the junior and middle management on various policy matters. It is quite helpful in the implementation of the policies of the organization. A majority of the respondents (13) indicated that the top management takes into confidence the lower layers by interacting most often.10 respondents find that it is done often, while the rest (7) said it occurs, least often. By implication it means that the top management definitely grooms the persons below them and

there is an atmosphere of openness, so far as the administration of the organization is concerned.

Importance of Employees

The general employees (Non-Management) are given due attention in the sense that they are consulted on some aspects of the administration in the media organizations. We found that the management to arrive at decisions most often involves them. 24 respondents (16+8) replied in the positive by saying that the process is in operation, as 'most often' and 'often', respectively. Only six persons in the sample replied in the negative. It is therefore evident that even the lower rung of the employees is given their due importance in the newspaper sector in Odisha.

SUMMARY AND CONCLUSION

The present research work entitled "A Study of Job Attitude in Media Organizations" was an exercise to develop a proper understanding about the employees of print media organizations of Odisha. As evident, we evaluated the Job attitude of the employees vis-à-vis 12 relevant variables incorporating empirical data. Contrary to general perception the results, in respect of certain issues are revealing and call for further scientific probe to discover the concomitant causes. At the end of the research work, we are required to draw the conclusions to clearly and concisely present the main findings of the study. It is also necessary because, a research work is a public document and subjected to verification and use by the researches, interested in the field of organizational research in general. Further, it is logical also to share the conclusions drawn here with hose interested, for interested, for interventional and diagnostic purposes, particularly by the management of the print media organizations.

In conspectus, we want to say that there appears to be considerable degree of bureaucratization in the print media organizations resembling the government departments to certain extent. The employees have to operate within the confines f the rules and regulations of the respective concerns. As a result, these employees have less freedom in a media organization, where 'deadline' and creativity to contribute (if not work), should have been the preferred practice. Our findings also corroborate to the fact that the journalists have a positive job orientation and derive satisfaction from the work assigned to them. They are self motivated, efficient and happy in their respective positions and organizations. Further, they have a sense of shouldering responsibility. We are but tempted to say that the journalists, in spite of unattractive pay and perk packages, continue to enjoy their work in favour of other intangible gains, like status and prestige associated with such positions.

Next, we found that there is an in significant amount of migration of the employees to rival organization. They are well entrenched in their positions and organizations. This goes well for both the employees and the media organizations. We believe that the high retention rate of the journalists is a result f self worth. It is also possible when the employees find that they are considered not just workers but as productive individuals in the organizations.

There is ample work place satisfaction in the newspaper organizations, if we accept the contentions of the employees. In a situation like this, they are naturally happy to associate themselves with the organizations. We can say that this leads to better productivity.

All the three layers of the management, viz. top, middle and lower management has a fair degree of professional interaction. The management also variously consults the employees, belonging to the lower rung. One significant aspect of this study is related to the top management's role in the administration of the organizations. We found that to a great extent the top management is involved in the day to day functioning of the organizations.

Probably, it is due to their eagerness to see to it that the organizations should run smoothly and the emerging problems are addressed immediately for the betterment of the concerns.

Our findings indicate that the employees will be encouraged in their work places if, they are given merit promotion certificates of honor, increments, etc. in recognition of their work. During our research work, we did not notice that they give too much importance to the salary factor in this connection.

The print media organizations are well aware that they have to adjust themselves in fluid socio political and economic situations, characterized by government policy changes, shifting market forces and advancement of technology, etc. The instinct to excel and survive is strong in them it appears. The media organizations also recognize the importance of the common consumers and are ready to address their needs and problems. We believe that this will help the media organizations to gradually emerge as commercially viable entities, where the consumers will be the ultimate beneficiaries.

In a major way, the employees felt that if they are allowed to participate in the decision making process of their organizations, they will be able to contribute in a positive way. In actuality, the process is already on and in existence as the workers is taken into confidence to varying degrees, while taking policy or functional decisions by the superiors and management. We are certain, in the coming days, the employees will be involved more and more in organizational affairs and the gains will be substantial for the organizations arising out of their practical experiences and wisdom.

Through this research work, we also found that starting with the top management down to the lowest employees; every one is equally concerned with the progress and development of the organization in general through regular consultations.

There is virtually no alienation, either within the various strata of workers nor amongst the employees themselves. The personal and work relationship, showing strong fundamentals, conflict resolution is faster resulting in better solutions. Further, the employees find enough pride for being associated with their respective organizations. The net result is that the employees have a strong sense belongings and affinity with their organizations.

CONCLUSION

It will not be out of place to say that our study, through exploratory in nature, arrived at some significant conclusions based on empirical facts. We find satisfaction since; in a small way the present study will be a relevant contribution in the area of organizational behaviour, in general. Further, in the absence of adequate scientific studies of the media organizations of Odisha, our work will certainly fill the gap.

The findings presented here may be of practical value to the employees and the media organizations in which they work. Finally, we want to say that the print media sector of Odisha is in the right direction, requiring some minor changes and adjustments in the changing scenario.

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