

# **Quality of Work Life among the Employees of Mass Media Industry in Kerala**

**Thesis**

*Submitted to the University of Calicut  
for the award of the degree of  
Doctor of Philosophy in Commerce*

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*Under the Supervision of*

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## **Certificate**

This is to certify that the thesis entitled **Quality of Work Life among the Employees of Mass Media Industry in Kerala** prepared by Mr. Subeesh M.M for the award of the Degree of Doctor of Philosophy in Commerce of the University of Calicut, is a record of bonafide research work carried out under my supervision and guidance. No part of the thesis has been submitted for any degree, diploma, fellowship or other similar title or recognition before. He is permitted to submit the thesis.

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**It is also certified that the reports of adjudicators of the thesis have not been suggested any modification/corrections on the work.**

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I hereby declare that the thesis entitled **Quality of Work Life among the Employees of Mass Media Industry in Kerala** done under the guidance and supervision of Dr. B. Vijayachandran Pillai, is a record of bonafide research work done by me and that no part of the thesis has been presented for the award of any degree, diploma, fellowship, or other similar title or recognition before.

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## **List of Abbreviations**

AGFI	Adjusted Goodness of Fit
AINEC	All India Newspaper Editors Conference
AIR	All India Radio
AM	Amplitude Modulation
ASDR	Agents' Socially Desirable Responding
CAGR	Compound Annual Growth Rate
CCM	Constant Comparison Method
CDS	Centre for Development Studies
CEO	Chief Executive Officer
CFA	Confirmatory Factor Analysis
CFI	Comparative Fit Index
CNE	Casual News Editor
CNRT	Casual News Reader cum Translator
CPI	Committee to Protect Journalists
DA	Dearness Allowance
DAVP	Directorate of Advertising and Visual Publicity
DD	Doordarsan
DDK	Doordarsan Kendra
DEO	Data Entry Operator
DV	Dependent Variable
FICCI	Federation of Indian Chambers of Commerce and Industry
FM	Frequency Modulation
GFI	Goodness-of-Fit Index
HR	Human Resource
HRM	Human Resource Management



I&PRD	Information & Public Relations Department
IBC	Indian Broadcasting Company
ICSSR	Indian Council for Social Science Research
IFI	Incremental Fit Index
IFJ	Indian Federation of Journalists
IFWJ	Indian Federation of Working Journalists
IIS	Indian Information Service
IJU	Indian Journalists Union
INS	Indian Newspaper Society
IV	Independent Variable
JAI	Journalist Association of India
JFI	Journalists Federation of India
JFOI	Journalists Federation of India
KJU	Kerala Journalists Union
KUWJ	Kerala Union of Working Journalists
LRS	Local Radio Stations
MIB	Ministry of Information and Broadcasting
MWB	Majithia Wage Board
NFI	Normed Fit Index
NJU	National Union of Journalists
NSD	News Services Division
NUJ	National Union of Journalists
OB	Outdoor Broadcasting
OS	Occupational Stress
OSI	Occupational Stress Index
PAC	Press Accreditation Committee
PBCI	Prasarbharathi Broadcasting Corporation of India

PCI	Press Council of India
PGFI	Parsimonious Goodness-of-Fit Index
PIB	Press Information Bureau
PLIW	Personal Life Interference with Work
PNFI	Parsimonious Normed Fit Index
PTI	Press Trust of India
PTO	Paid Time Off
QC	Quality Circle
QWL	Quality of Work Life
QWLS	Quality of Work Life Scale
RBI	Reserve Bank of India
RMSEA	Root-Mean-Square Error of Approximation
RNI	Registrar of Newspapers of India
RNU	Regional News Unit
SD	Standard Deviation
SDRS	Socially Desirable Responding Scale
SITE	Satellite Instructional Television Equipment
TRAI	Telecom Regulatory Authority of India
VB	Vividh Bharathi
WIPL	Work Interference with Personal Life
WJA	Working Journalists Act
WLB	Work Life Balance
WLBS	Work Life Balance Scale
WLH	Work Life Harmony
WPLE	Work/Personal Life Enhancement

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# Chapter 1

## Introduction

The role of Human Resources is very crucial in the running and success of any organization. It is largely depend on how it attracts, recruits, motivates and retains the work force. It is treated as the most imperative resource as they are trustworthy, responsible and capable of making valuable contribution and they should be preserved with dignity and respect. So it is inevitable to take necessary steps to develop their work talent and commitment to the organization and the organizations need to adopt a strategy to improve the working environment of employees to gratify both the organizational objectives and employee needs. Quality of Work Life is a comprehensive construct that embraces employees' job related well-being and the degree to which work experiences are rewarding, gratifying and devoid of stress and other negative consequences. It is a set of methods like autonomous work groups, job enrichment, and high-involvement designed for advancing the satisfaction and productivity of workers.

Mass Communication is treated as the mirror of the society. The occupation allied to mass communication is known as journalism. It represents the communication through sounds, pictures and words and now a creative field in mass communication. It an effective and possible weapon to form opinions and change in the society. The journalists act as a mediocre for a two way communication between the mass and various statutory bodies of the society. According to Hendricks (2010), mass communication has marked journalism as a lively profession making it a new strength for many progresses and attainments.

Today Mass media organizations are one of the most promising industries which provide employment to young talent. Finding and retaining talented people has become a preoccupation for mass media organizations. Lack of growth opportunities, low pay packages and inability to adapt to the organization, high turnover etc. has been identified as the major causes for higher attrition rate. As per

the study conducted by US Dept. of Labour and Merck (Ken Jacobs 2007), investing in staff is far less expensive than replacing them. As the mass media industry is based on knowledge and information, it cannot grow without the ideas, skills, and talent of knowledge workers. Retaining the talent calls for special skills and strategies and it is the major barrier in front of mass media organisations in this area.

The mass media sector provides valuable information required for our day to day life. The information supplied by the media is beneficial to the students in the form of supply of knowledge required for their academics. It also supply necessary information to the managerial people for various decisions. For the investors the media delivers relevant data about the current trends in market. For the general public also get information in the form of latest weather forecasts, current affairs, traffic regulations, alerts, precautions, government policies etc. from the media. The core of media's information function is performed by the media content called news. Good media try to carry accurate, objective and complete information since biased or incomplete reports will keep the audience away from the media.

Mass Media is an instrument to filter socio-political pollutions of the society and is inspiring, informing, and entertaining the millions. Journalists are like 'watch-dogs' of our society, undertaking the herculean task of binding the world together by removing the ill-wills of violence, corruption, hatred and discrimination. Journalists are the embodiment of social responsibility and professional integrity. They are the pillars to keep journalism as the fourth estate of the world. Their job as a catalyzer, is sometimes at stake when it corners to confidential matters. Serving the public with acute dignity, needed a lot of empathy, boldness and passion- it is not easy as it seems. The concept of free press and integrity of news demanding security to their jobs. But, it is lacking always. Sometimes, we are deliberately forgetting the journalists' hard works behind the achievements of our community. Yet, we cannot deny the fact that they are sculptors who mold the society. Knowingly, or, unknowingly we are inspired by their works and dedication. If their work has this much importance studying about their responsibility will definitely be something interesting. Their work is not confined to press and TV journalism as it is known,

but also included the jobs of editing, reporting, proof-reading, drawing cartoons, taking photographs, doing camera works, news anchoring and sometimes directing, producing, as well as managing the events. Sometimes they have to take endeavors that should not come in their specialization.

The mass media industry can accommodate a sizeable number of people in the form of journalists, managerial staff, administrative employees, factory workers etc. Journalism is one of the most stressful careers in the world as it is exclusively deals with tight deadlines, busy work atmospheres, crazy schedules, travel, demanding editing, and the fear of being laid off. Journalists in both print and electronic media face tough competition in the newsroom. Journalists who are out of the bureau/studio may also face it when they want to cover violent news stories, wars, sexual assault stories, and other hostile news experience. These may have a type of post-traumatic stress. Journalists are forced to manage these stresses for their survival and growth as this is one of the most competitive professions.

Journalists deliver the public with information on a variety of themes and may specialize in one area of reporting like sports, politics, entertainment, business etc. They mainly work for local, state or national news stations having responsibilities include meeting deadlines and working long hours. They may investigate and make the stories which can include covering events, researching and interviewing people. Journalists may report at the station of a story or from the television station. Live Reporting of breaking news story needs compiling information together on the spot with little preparation time. Most of the journalists have to work as editors, reporters, correspondents, news presenters, cameraperson etc. and have typical schedules and have to travel frequently.

When talking about media in Kerala, it is much more blessed with the presence of veteran journalists. Their emphasis is much more on the problems faced by the society than providing sensationalized news items. It shows their role in Country's Journalistic contributions. Journalists are aggressive and bold, trying to generate serious results from their works. Because of that studying about their contributions will be equally worthy like their work. A journalist needs to perform

multiple roles which is extremely contradictory in any other profession. They have to perform a wide variety of jobs like interviewing persons in a variety of different conditions, creating contacts to sustain a flow of news in their specific zone, looking for and investigating stories through contacts, press releases and other media, appearing press conferences and probing questions, joining a variety of other events like sports events and industry meetings, responding the phones on the news desk and responding to breaking news stories, scripting and researching exact stories, generating and uploading content in the media etc.

### **1.1. Significance of the Study**

The mass media industry is the fastest growing one in India, growing at the rate of 20% p.a. It is the country's sixth biggest industry. It is estimated that 3.5 million people are working in this sector. It is expected that in the next 4 to 5 years, the industry will generate income to the tune of Rs. 80,000 crores annually.

Media is an important public service. Hence the people associated with the sector are accountable to the community as a whole. The Mass media is a significant vehicle of communication, a vital instrument in the creation of public opinion as well as an indispensable element for the survival of any democratic set up. Thus the work of journalists deserve due respect and consideration from the public, government and the management of the organisation where they serve. Their profession is a noble one and hence more number of young talented are attracted to this sector.

Among the people associated with the media sector, the role of journalists is very crucial. They provide a wide range of activities related with news production including reporting, criticism, editorializing and the conferral of judgment on the shape of things. Journalists undertake the function of a watchdog on behalf of the citizenry. Journalists act as a mediator between the citizen and the politician, the former's representative before power, who confirms that the expression of the public is heard. In addition to the information function of political journalism, journalists play the role of critical scrutiny over the powerful.

Journalists are supposed to maintain the qualities of professional integrity, social responsibility, dedication to objective reality, respect for privacy and human dignity, value the People's right to true information etc. They have to engage work for long hours, great stress levels, little energy, prolonged travel duties, condensed healthy family meals and inadequate basic quality of personal and family lifestyle. However the journalists are not getting adequate wages/salary and other benefits of employment as per the statutory regulations and they do not get due respect and reward in accordance with the volume of work they perform. Hence, it is relevant to conduct an in depth study on the Quality of Work Life of journalists in the mass media sector. It is expected that the outcome of the study will be useful to the policy makers, management of the media organisations, trade associations and all others involved in the mass media sector.

## **1.2. The Research Problem**

Mass media plays a crucial role in disseminating information to various interested groups. It executes the function of keeping us informed about the latest happenings in our world. Nowadays more and more young people choose this sector as their profession. However, the service benefits they get from the industry is not at par with their qualification and work load. The work of Journalists often leads them in disturbing or dangerous situations especially when they work as war correspondents and News photographers. The present regulatory framework applicable to the media sector is quite inadequate to afford protection to them while working, especially in the case of women workers. Media persons are supposed to be on duty 24 hours a day and hence they experience heavy workload and occupational stress. The quality of work life of these employees is also questionable. They get only minimum time to spend with their family members and in most cases they experience work-life imbalance.

Therefore, in this situation, an attempt has been made on the Quality of Work Life of the employees working in the mass media industrial sector in Kerala to investigate in to the following major issues.

1. What are the prominent factors determine the QWL of the journalists in the mass media sector and what is the level of their QWL?
2. What are the major stressors of the journalists in this sector and to what extent they experience occupational stress?
3. Do the journalists in the mass media sector experience work life imbalance and if so to what extent?

From the literature available, it is found that there is no systematic and scientific study on this particular area. Hence, the present study is in this direction.

### **1.3. Scope of the study**

The scope of the study is limited to the Quality of work life of the employees working in the mass media industry in the state of Kerala with particular reference to journalists. The mass media in Kerala covers both news and entertainment media consisting of print media and electronic media which involve newspapers, periodicals, television, radio, internet and film. However, the study is confined to the employees working in the three major areas of the news media, namely Newspaper organizations, Television Channels and Radio Stations. Electronic media covers both public and private broadcasters.

For the purpose of the study, only professionals namely Editors/BureauChief/NewsCoordinators, Reporters/Correspondents/BroadcastJournalists/News Presenters and Photographers/Cameramen/Stringers are selected in view of their predominance in the industry. The study excludes the QWL of the other employees in the sector namely, managerial, technical, administrative and factory staff.

The work also attempts to identify the occupational stressors and their level among the journalists in the state. Further, the work-life balance problems experienced by the journalists and its gravity come under the purview of the present research. The study considered only those working journalists (except the journalists in All India Radio News Units and Doordarsan News) who are registered with the



Public Relations Department of the Govt. of Kerala. However, the study excluded online journalists, freelancers and those who are not associated with news and current affairs.

#### **1.4. Objectives of the Study**

The main objective of the present research work is to conduct an investigation on the QWL of the journalists working in the State of Kerala. In order to achieve this, the following specific objectives have been set forth.

1. To examine the level of Quality of Work life among the Journalists of Mass Media sector in Kerala.
2. To identify the prominent factors contributing to the Quality of Work life among the Journalists.
3. To explore the major stressors and to assess the level of Occupational Stress experienced by the journalists.
4. To evaluate the Work-Life Balance Status of the journalists in the State.
5. To analyze the relationship between Quality of Work Life, Occupational Stress and Work-Life Balance among the journalists.

#### **1.5. Hypotheses**

In line with the above stated objectives, the following hypotheses were developed and tested with the help of suitable statistical tools.

1. There is no significant difference among journalists working in TV Channels, Radio Stations and Newspaper Organisations in respect of their QWL.
2. There is no significant difference between journalists working in private and public sector media organisations with regard to QWL.
3. Editors, Reporters and Camerapersons do not differ significantly in the level of QWL.

4. Permanent Journalists, Journalists on Contract and Probationary Journalists do not differ significantly in terms of their QWL.
5. As regards Occupational Stress, there is no significant difference among journalists working in TV Channels, Radio Stations and Newspaper Organisations.
6. There is no significant difference between journalists working in private and public sector media organisations in their level of Occupational Stress.
7. Editors, Reporters and Camerapersons do not differ significantly in the level of Occupational Stress.
8. There is no significant difference among the Permanent journalists, Journalists on Contract and Probationary Journalists with regard to the level of Occupational Stress
9. Work-Life Balance of journalists working in TV Channels, Radio Stations and Newspaper Organisations do not differ significantly.
10. There is no significant difference between journalists working in private and public sector media organisations in respect of their Work-Life Balance.
11. Editors, Reporters and Camerapersons do not differ significantly in their Work-Life Balance.
12. There is no significant difference among Permanent Journalists, Journalists on Contract and Probationary Journalists in their Work-Life Balance.
13. There is no mediating effect of WLB on the relation between QWL and OS.

## **1.6. Operational Definition of Terms and Concepts**

The important terms and concept used in the study are explained briefly below.

### **1. Mass Media**

Mass media refers to the means of mass communication through which messages are transferred to an audience which include radio, Television and Newspaper.

### **2. News Media**

Media organisations, which give reportage to daily events and issues of public concern through newspapers, radio and television.

### **3. Print media**

Print media include any organisation which distributes paper publications in the form of physical editions of newspaper and other periodicals.

### **4. Electronic Media**

Electronic media means the broadcast or storage media organisations that take benefit of electronic technology which include television and radio and other new media.

### **5. Newspaper**

Newspaper includes any printed work having a daily periodicity containing public news or comments on public news.

### **6. Journalist**

Journalist means any person whose principal vocation is that of reporting, coordinating, editing, translation, news reading etc. and who is employed either on contract or permanent basis in news media organisations.

7. **Editor**

Any journalist who controls the selection of the matter, shortens summarizers, elaborates, and translates, edits and headlines news items, directs and supervises the news items to be published/broadcasted in the newspaper, radio or television.

8. **Reporter**

Reporter means a journalist who gathers and presents news material to be published/aired as a news report, i.e., a story or a feature.

9. **Cameraperson**

A person who covers news events of public interest through photographs or video clips.

10. **Story**

A news article, or news item, published by the media as a factual account, or the material or events being researched to produce this.

11. **Quality of Work Life**

QWL represents a concern for human dimensions of work including economic rewards, benefits, security, working conditions, quality of organisational and interpersonal relations, and its intrinsic meaning.

12. **Occupational Stress**

It represents a condition arising from the interface between employees and their job environment which disrupts or enhances his/her physiological conditions forcing them to diverge from normal functioning.

13. **Work Life Balance**

Work-life balance is the extent to which an individual is equally engaged in and equally satisfied with his or her work and family role.

## **1.7. Methodology and Database**

The method of the study is descriptive in nature based on both secondary and primary data.

### **1.7.1. Collection of Secondary Data**

The secondary data needed for the study has been gathered from the following sources.

- ✓ Reports of the Registrar of Newspapers of India
- ✓ Ministry of Information and Broadcasting
- ✓ Prasarbharathi Broadcasting Corporation of India
- ✓ All India Radio
- ✓ Doordarsan News
- ✓ Press Trust of India
- ✓ Press Council of India
- ✓ FICCI
- ✓ Labour Commission, Kerala
- ✓ Kerala Shops and Commercial Establishments Welfare Board
- ✓ Information & Public Relations, Kerala
- ✓ Press Clubs in Kerala
- ✓ Websites of various media organisations
- ✓ Other websites
- ✓ Books, Periodicals, Study Reports, Paper Presentations, Research Dissertations and Theses.

### **1.7.2. Collection of Primary Data**

The primary data were collected from the professionals of journalistic cadre in the mass media sector in the State of Kerala, which consists of three major type of media namely Newspaper Organizations, Television Channels and Radio Stations These professionals include:

- Editors/Bureau Chief/News Co-ordinators
- Reporters/Correspondents/Broadcast Journalists/News Presenters
- Photographers/Cameramen/Stringers

Data were also collected through direct personal interviews made with the experienced journalists in the State and other experts in field.

### **1.7.3. Sample Design**

The sampling design adopted for the study is briefly explained below.

#### **a. Population**

The population of the study consists of the journalists working in the State of Kerala. However there are no authentic records about the exact number of journalists working in the state. Therefore, the publication of Media List by the Information and Public Relation Department (I&PRD) of Kerala is taken as the basis for the selection of sample journalists.

#### **b. Sampling Frame**

The Media profile of the Information and Public Relation Department (I&PRD) of Kerala and All India Radio and Doordarsan News units are taken as the sample frame for the study. It includes journalists working in the regional as well as satellite TV channels, Radio Stations and Newspaper Organisations in the 14 districts of Kerala. The list of working journalists in different districts in Kerala is exhibited in the following table.

**Table 1.1**

**Media Population in the State of Kerala**

ELECTRONIC MEDIA																PRINT MEDIA				GRAND TOTAL
PRIVATE SECTOR						PUBLIC SECTOR						PRIVATE SECTOR								
Zone	District	Reporter	Editors	Cameraman	Total	Doordarsan News				All India Radio News			News Paper Organisations							
						Reporter	Editors	Cameraman	Total	Reporters	Editors	Total	Reporter	Editors	Cameraman	Total				
North	Kasargod	19	06	16				02					42	20	06					
	Kannur	18	03	17				02		01			53	79	19					
	Kozhikode	67	26	46				02		48	14		90	203	26					
	Waynad	12	02	08				02		01			14	11	01					
	Malappuram	11	08	10				02		01			45	46	14					
Total		<b>127</b>	<b>45</b>	<b>97</b>	<b>269</b>			<b>10</b>	<b>10</b>	<b>51</b>	<b>14</b>	<b>65</b>	<b>244</b>	<b>359</b>	<b>66</b>	<b>669</b>	<b>1013</b>			
Central	Palakkad	23	08	11				02					31	35	09					
	Thrissur	14	05	12				02		01			48	50	16					
	Ernakulam	65	30	66				02		01			143	140	35					
	Idukki	15	01	12				02		01			24	12	08					
Total		<b>117</b>	<b>44</b>	<b>101</b>	<b>262</b>			<b>08</b>	<b>08</b>	<b>03</b>		<b>03</b>	<b>246</b>	<b>237</b>	<b>68</b>	<b>551</b>	<b>824</b>			
South	Kottayam	19	10	23				02		01			41	162	25					
	Pathanamthitta	13	03	10				02		01			22	17	07					
	Alappuzha	16	05	11				02		01			31	30	11					
	Kollam	26	09	21				02		01			30	46	13					
	Trivandrum	124	76	60		54	23	14		48	09		117	231	52					
Total		<b>198</b>	<b>103</b>	<b>125</b>	<b>426</b>	<b>54</b>	<b>23</b>	<b>22</b>	<b>91</b>	<b>52</b>	<b>09</b>	<b>61</b>	<b>241</b>	<b>486</b>	<b>108</b>	<b>835</b>	<b>1413</b>			
<b>GRAND TOTAL</b>					<b>957</b>				<b>109</b>			<b>129</b>				<b>2055</b>	<b>3250</b>			

**Table 1.2****Zone Wise Distribution of Media Population in Kerala**

Zone	Print Media				Electronic Media				Zone Total
	Reporter	Editors	Cameraman	Total	Reporter	Editors	Cameraman	Total	
North	244	359	66	<b>669</b>	178	59	107	<b>344</b>	1013
Central	246	237	68	<b>551</b>	120	44	109	<b>273</b>	824
South	241	486	108	<b>835</b>	304	135	139	<b>578</b>	1413
<b>Total</b>	<b>731</b>	<b>1082</b>	<b>242</b>	<b>2055</b>	<b>602</b>	<b>238</b>	<b>355</b>	<b>1195</b>	<b>3250</b>

*Source: Compiled Statistics of Information & PRD, Kerala & Prasarbharathi, Govt. of India*

**c. Sampling Technique followed**

A Proportionate Stratified Random Sampling Technique was adopted for the selection of sample respondents. The whole State of Kerala is firstly divided in to three strata namely, North, Central and South. North Zone consists of five districts of Kasargod, Kannur, Waynad, Kozhikode and Malappuram. Central Zone covers Palakkad, Thrissur, Ernakulam and Idukki and the other districts of Thiruvananthapuram, Kollam, Alappuzha, Pathanamthitta and Kottiyam come under South Zone. From each of the strata, appropriate sample size is taken for the study proportionately. The details of sample selected are given below.

**d. Selection of Sample Size**

The following statistical equation was used to determine the sample size of journalists in Kerala. The highest Standard Deviation (SD) of the population among the variables estimated from the trial sample was taken for calculating the sample size.



$$n = \frac{Z^2 \times \sigma^2}{e^2}$$

Where

- n** = Size of the sample
- Z** = Standard Variate at a given confidence level (1.96 for 95% confidence level)
- σ** = Standard Deviation of population -Estimated from the trial sample (1.28103)
- e** = Acceptable Error (The precision limit assumed as 0.135)
- n** =  $\frac{(1.96)^2 \times (1.28103)^2}{(0.135)^2}$
- = 345.91
- Rounded to **350**

The sample of respondents selected for the study was rounded to 350. Sample respondents were selected from three zones proportionately according to total number of journalists in print and electronic media and designation of journalists which is shown in Table.1.2.

**Table 1.3**  
**Selection of Sample Respondents**

Respondents	North Zone		Central Zone		South Zone		Total
	110		88		152		
	Print Media	Electronic Media	Print Media	Electronic Media	Print Media	Electronic Media	
Reporter	27	19	26	13	26	33	<b>350</b>
Editor	39	7	25	5	52	14	
Cameraperson	7	11	8	11	12	15	
<b>Total</b>	<b>73</b>	<b>37</b>	<b>59</b>	<b>29</b>	<b>90</b>	<b>62</b>	

Proportionate number of Reporters, Editors and Camerapersons were selected from both print and electronic media from each zone. Accordingly 73 journalists from print media and 37 journalists from electronic media were selected from the north zone. Similarly, 59 print media journalists and 29 electronic media journalists have been selected from the central zone. The sample selected from the south zone includes 90 print media journalists and 62 electronic media journalist.

Altogether, a total of 350 journalists, consisting of 110 from North zone, 88 from central zone and 152 from south zone were selected for the detailed investigation.

### 1.7.4. Conceptual Model

The working model used for the purpose of the study is represented in Fig.1.1.

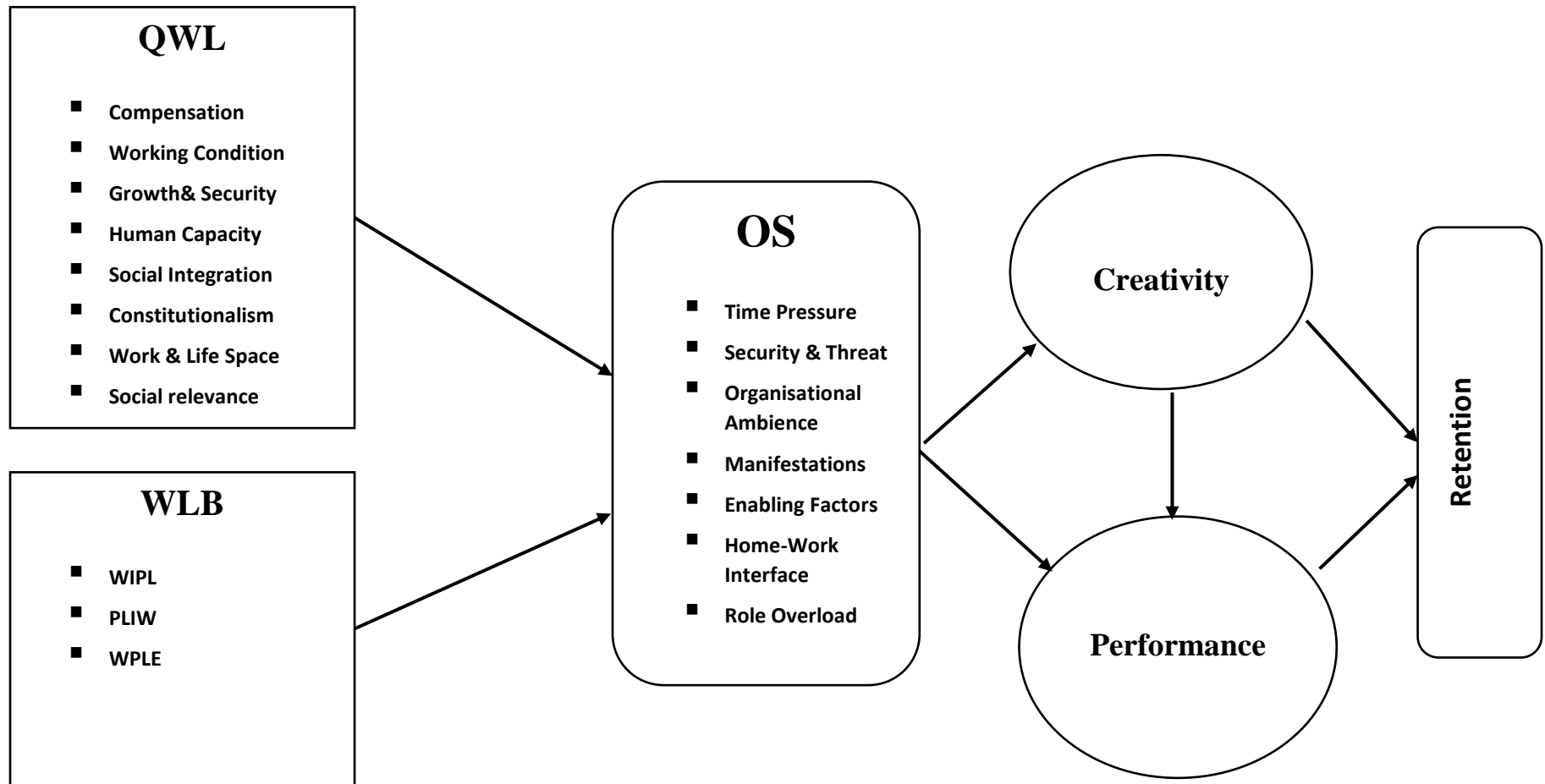


Fig.1.1. Conceptual Model



### **1.7.5. Tools/Instruments for Data Collection**

For the purpose of collecting primary data a Structured Questionnaire has been designed. Initially a draft has been prepared covering almost all the objectives of the study in consultation with experts in the field. A five dimensional scaling technique has been followed ranging from ‘Strongly Agree’ to ‘Strongly Disagree’ and neutrality in the middle. Qualitative data required for the study has been collected with the help of an interview schedule having open-ended questions to elicit free responses. The specimen forms of the Questionnaire and Interview schedule are given in the appendix.

The Questionnaire designed for the study has four parts. Part I deals with Demographic Information, Part II concerned with Quality of Work Life, Part III covers Work Life Balance, Part IV discusses Occupational Stress and a Social Desirability Scale is also employed to sort out the socially desirable responses of the informants.

#### **Part I. Demographic Variables**

This section of the instrument covers the job/demographic variables which play a key role in the overall QWL of the employees in mass media sector and which have impact on occupational stress and work-life balance. These variables are listed below.

1. Age
2. Gender
3. Marital Status
4. Number of Children
5. Type of Media
6. Media Sector
7. District

8. Designation
9. Experience
10. Number of Organizations worked
11. Permanency of Job
12. Educational Qualification and
13. Monthly Salary

Appropriate categorization is made in the questionnaire regarding these variables so as to make the respondents easier to respond.

## **Part II. Quality of Work Life Scale (QWLS)**

This part of the questionnaire is aimed to measure the levels of QWL and the important factors affecting the QWL among the journalists of mass media sector. This scale is modelled based on the QWL Index deduced by Richard. E. Walton (1973). His Eight point criterion is used to measure the QWL of employees in mass media. Walton proposed quality of work life in terms of these eight broad conditions of occupation that constitute desirable quality of work life. These eight variables are;

1. Adequate and fair compensation,
2. Safe and healthy working conditions
3. Opportunity for continued growth and security
4. Opportunity to use and develop human capacities
5. Social integration in the work organisation
6. Constitutionalism in the work organisation
7. Work and total life space, and
8. The social relevance of the work life.

The QWLS has 33 statements relating to the 8 dimensions of QWL. All the statements were positively worded except the Question No. 30 (which is in reverse order). Respondents were asked to mark on the five point scale ranging from ‘Strongly Agree’ to ‘Strongly Disagree’ ((5=Strongly Agree, 4= Agree, 3=Neutral, 2=Disagree and 1= Strongly Disagree). The norms for the level of QWL and its dimensions are presented in the table given below.

**Table 1.4**  
**Norms for Level of QWL**

SL No	Variables	Level of QWL				
		Very Low	Low	Moderate	High	Very High
1	Compensation	5-9	Above 9-13	Above 13-17	Above 17-21	Above 21-25
2	Working Conditions	4-7.2	Above 7.2-10.4	Above 10.4-13.6	Above 13.6-16.8	Above 16.8-20
3	Growth & Security	5-9	Above 9-13	Above 13-17	Above 17-21	Above 21-25
4	Human Capacity	4-7.2	Above 7.2-10.4	Above 10.4-13.6	Above 13.6-16.8	Above 16.8-20
5	Social integration	4-7.2	Above 7.2-10.4	Above 10.4-13.6	Above 13.6-16.8	Above 16.8-20
6	Constitutionalism	3-5.4	Above 5.4-7.8	Above 7.8-10.2	Above 10.2-12.6	Above 12.6-15
7	Work & Total Life Space	4-7.2	Above 7.2-10.4	Above 10.4-13.6	Above 13.6-16.8	Above 16.8-20
8	Social Relevance	3-5.4	Above 5.4-7.8	Above 7.8-10.2	Above 10.2-12.6	Above 12.6-15
<b>Total Score</b>		33-60	Above 60-86	Above 86-112	Above 112-139	Above 139-165

The Dependent Variables (DVs) and Independent Variables (IVs) selected based on the eight-pointed criteria of Richard Walton are shown in table.1.5.

**Table 1.5**  
**Variables used for the analysis of QWL**

No.	DVs	IVs
DV1	Adequate and Fair Compensation	IV1. Proportionate with Qualification
		IV2. Regularity in Payment
		IV3. Welfare Schemes
		IV4. Promptness in Pay
		IV5. Par with Experience
DV2	Safe and Healthy Working Conditions	IV6. Neatness
		IV7. Fatigue
		IV8. Time for Sleep
		IV9. Safety & Protection
DV3	Opportunity for Growth & Security	IV10. Promotion
		IV11. Job Security
		IV12. Training
		IV13. Equipment
		IV14. Database for work
DV4	Opportunity to Use & Develop Human Capacity	IV15. Work Freedom
		IV16. Work Pressure
		IV17. Feedback
		IV18. Appreciation
DV5	Social integration in the work organisation	IV19. Problem Solving
		IV20. Team work
		IV21. Communication
		IV22. Recognition
DV6	Constitutionalism	IV23. Grievance handling
		IV24. Equity
		IV25. Employee-Employer Relation
DV7	Work & Total Life Space	IV26. Flexi Schedules
		IV27. Rest & relaxation
		IV28. Paid Holidays
		IV29. Motivation
DV8	Social Relevance of Work	IV30. Social Prestige
		IV31. Social Involvement
		IV32. Social Contacts
		IV33. Media Ethics



### **Part III. Work-Life Balance Scale (WLBS)**

The study used the Work Life Balance Scale of Hayman (2005) which was originally developed by Fisher (2001). This scale is quite relevant to assess the interface between work and non-work irrespective of other status of employees. Besides assessing the Work-life interface, the scale also help to measures positive spill over or enhancement (Hayman, 2005). The Work Life Balance Scale consists of 15 statements, planned to measure three dimensions of work life balance. These dimensions are;

1. Work Interference with Personal Life (WIPL)
2. Personal Life Interference with Work (PLIW)
3. Work/Personal Life Enhancement (WPLE)

The first dimension of work-life balance indicates the degree of work interference with personal life (WIPL) which covers seven statements. The second dimension of work-life balance points the degree of personal life interference with work which can be measured through four statements. The third dimension of the scale deals with the Work-Personal Life Enhancements (WPLE) which means the positive effects of ones' work on personal life or vice versa, the extent to which ones' personal life enhances work.

The informants were asked to indicate their point of view to all negative statements on a five point scale. (1=Strongly Agree, 2= Agree, 3=Neutral, 4=Disagree and 5= Strongly Disagree).

All the statements of the Work Interference with Personal Life (WIPL) were negatively scored except Question No.7 which is in reverse order. Statements for the dimension of Personal Life Interference with Work (PLIW) are negatively worded. Here in both cases a high score indicates low interference and thus high balance and vice versa. All four items in the Work-Life Enhancements (WPLE) are positive statements, scored positively from 5 to 1 and here a high score indicates high enhancements and thus high balance. In brief it can be interpreted as below.

### **WIPL and PLIW**

- High score indicates less interference, thus high work-life balance.
- Low score indicates high interference, thus less work-life balance.

### **WPLE**

- High score indicates high enhancement, thus high balance.
- Low score indicates low enhancement, thus low balance.

The norms for the level of QWL and its dimensions are presented in the table given below.

**Table 1.6**  
**Norms for WLB Level**

<b>Level</b>	<b>Scores</b>			
	<b>WIPL</b>	<b>PLIW</b>	<b>WPLE</b>	<b>WLB</b>
Very Low	Above 29.4-35	Above 16.8-20	4-7.2	5-27
Low	Above 23.8-29.4	Above 13.6-16.8	Above 7.2-10.4	Above 27-39
Moderate	Above 18.2-23.8	Above 10.4-13.6	Above 10.4-13.6	Above 39-51
High	Above 12.6-18.2	Above 7.2-10.4	Above 13.6-16.8	Above 51-63
Very High	7-12.6	4-7.2	Above 16.8-20	Above 63-75
A low score means High WIPL & PLIW and a Low WPLE&WLB				

### **Variables Used for WLB Analysis**

The Dependent Variables (DVs) and the Independent Variables (IVs) identified for the purpose of analysis are shown in the following table.

**Table.1.7.**  
**Variables of Work-Life Balance**

No.	DVs	IVs
DV <sub>1</sub>	Work Interference with Personal Life (WIPL)	IV <sub>1</sub> . Personal life suffers because of job,
		IV <sub>2</sub> . Job makes personal life difficult
		IV <sub>3</sub> . Neglecting personal needs
		IV <sub>4</sub> . Utilization of Personal Life for job
		IV <sub>5</sub> . Missing personal activities
		IV <sub>6</sub> . Managing work and non-work activities
		IV <sub>7</sub> . Time spent for non –work activities
DV <sub>2</sub>	Personal Life Interference with Work (PLIW)	IV <sub>8</sub> . Effects of Life
		IV <sub>9</sub> . Extent of Strain
		IV <sub>10</sub> . Work Sufferings
		IV <sub>11</sub> . Hard Work
DV <sub>3</sub>	Work/Personal Life Enhancement (WPLE)	IV <sub>12</sub> . Energy for Work
		IV <sub>13</sub> . Motivation from Work
		IV <sub>14</sub> . Mood in Work
		IV <sub>15</sub> . Mood in Life

#### **Part IV. Occupational Stress Index (OSI)**

The stress and strain experienced by the journalists are quite different in nature as that of in other professions. In light of this the researcher has developed an index exclusively for measuring the occupational stress among the journalists. To get a more industry specific result, the possible factors affecting the occupational stress in mass media sector is explored through Qualitative Research by adopting Constant Comparison Method (CCM).

#### **Constant Comparison Method (CCM)**

The constant comparative method establishes the core of qualitative analysis developed by Glaser and Strauss. This method involves ascertaining a phenomenon for study, creating codes or categories, setting the theory and writing. It is a process in which any newly collected data is compared with previous data. This is a continuous ongoing procedure, because theories are formed, enhanced, confirmed,

or even discounted as a result of any new data that emerges from the study. It requires the researcher to take one piece of data (E.g. one interview, one statement or one theme) and compare it to all other pieces of data that are either similar or different.

This Method syndicates inductive category coding with a concurrent comparison of all social instances observed. As the phenomena are recorded and classified, they are also compared across categories. Thus, relationship discovery begins with the analysis of initial observations. This process endures continuous refinement throughout the data collection and analysis process, continuously feeding back into the process of category coding.

Issues of validity and reliability can be addressed by coding by more than one researcher. Interview data are categorized into different meaningful chunks. By comparing different parts of the interview, the consistency of the interview as a whole is examined. The aim of this internal comparison is to develop categories and to label them with the most appropriate codes. To code is to create a category that is used to describe a general feature of data. Codes can be fixed prior to the examination of data and is called Apriori codes. Another way is establishing codes through the examination of data itself and is known as Empirical codes. The present research used empirical coding procedure. Interviewed data is uploaded in **QDA Miner** and the themes and arbitrary keywords were identified. Code density was identified using the **Textalyser**, a text analysis tool, which gives comprehensive statistics for a given text plus word and phrase frequency.

For validation, keywords were counted for each sub-theme on two ways. One is exclusive count, meaning how many respondents express this code. This represents how the theme is being shared among the respondents. Second is total count, meaning, how many times the code was recorded. This represents the emphasis of the theme.

The Occupational Stress Index comprises 26 negatively worded statements measuring the 7 dimensions of media stress. Likert's five point scale of agreement type is used to rate the responses from a number ranging from 1 to 5 (1=Strongly Agree, 2= Agree, 3=Neutral, 4=Disagree and 5= Strongly Disagree).The norms for assessing the level of occupational stress is presented below.

**Table 1.8**

**Norms for Level of OS**

SL No	Variables	Level of Occupational Stress				
		Very Low	Low	Moderate	High	Very High
1	Time Pressure	Above 21-25	Above 17-21	Above 13-17	Above 9-13	5-9
2	Security & Threat	Above 16.8-20	Above 13.6-16.8	Above 10.4-13.6	Above 7.2-10.4	4-7.2
3	Organisational Ambience	Above 12.6-15	Above 10.2-12.6	Above 7.8-10.2	Above 5.4-7.8	3-5.4
4	Manifestations	Above 12.6-15	Above 10.2-12.6	Above 7.8-10.2	Above 5.4-7.8	3-5.4
5	Enabling Factors	Above 21-25	Above 17-21	Above 13-17	Above 9-13	5-9
6	Home-Work Interface	Above 12.6-15	Above 10.2-12.6	Above 7.8-10.2	Above 5.4-7.8	3-5.4
7	Role Overload	Above 12.6-15	Above 10.2-12.6	Above 7.8-10.2	Above 5.4-7.8	3-5.4
<b>Total Score</b>		Above 110-130	Above 88-110	Above 67-88	Above 47-67	26-47

### **Variables Used for Analysis**

The lists of variables for the analysis of occupational Stress are represented in Table.1.9.

**Table 1.9**  
**Variables of Occupational Stress**

No.	DV <sub>s</sub>	IV <sub>s</sub>
DV <sub>1</sub>	Time Pressure	IV <sub>1</sub> . Working hours
		IV <sub>2</sub> . Overtime work
		IV <sub>3</sub> . Holidays
		IV <sub>4</sub> . Tension
		IV <sub>5</sub> . Shift System
DV <sub>2</sub>	Security & Threat	IV <sub>6</sub> . Field Security
		IV <sub>7</sub> . Threats
		IV <sub>8</sub> . Job Security
		IV <sub>9</sub> . Risk in Work
DV <sub>3</sub>	Organisational Ambience	IV <sub>10</sub> . Work atmosphere
		IV <sub>11</sub> . Infrastructure
		IV <sub>12</sub> . Welfare Schemes
DV <sub>4</sub>	Manifestations	IV <sub>13</sub> . Sleeplessness
		IV <sub>14</sub> . Rest time
		IV <sub>15</sub> . Illness
DV <sub>5</sub>	Enabling Factors	IV <sub>16</sub> . Discrimination
		IV <sub>17</sub> . Contradictory Instructions
		IV <sub>18</sub> . Appreciation for Work
		IV <sub>19</sub> . Freedom in Decisions
		IV <sub>20</sub> . Ethics
DV <sub>6</sub>	Home-Work Interface	IV <sub>21</sub> . Travel
		IV <sub>22</sub> . Transfer
		IV <sub>23</sub> . Time with Family
DV <sub>7</sub>	Role Overload	IV <sub>24</sub> . Work load
		IV <sub>25</sub> . Completion Time
		IV <sub>26</sub> . Competency

### **Part V. Social Desirable Responding (SDR) Scale**

Social Desirable Response has been a major concern of research in recent years, especially in psychology, and this has led to significant new understandings. Survey has a major role in research. According to Paulhus 2002, Tourangeau and Yan (2007) there is a normal worry about the reports collected through surveys is

that respondents may not respond honestly but simply deliver answers that make them look good. The validity of individual performance measures may be susceptible by response biases means a regular tendency to respond to questionnaire items on bases other than the specific item content (Baumgartner and Steenkamp2001 & Paulhus 1991). This is termed as Socially Desirable Responding (SDR). This results in unnecessary variation in scale scores, which affects the validity of data. Socially desirable responses are answers that make the respondent look good, based on social norms about the desirability of some values, traits, attitudes, interests, opinions, and behaviors. (Paulhus 2002). Socially desirable responding is a common response bias that reflects tendencies to provide favorable responses with respect to norms and standards (Nederhof 1985).

### **Agents' Socially Desirable Responding**

Agents' Socially Desirable Responding (ASDR) is an organizational informant's tendencies to present the firm favorably with respect to norms and standards. Every employee serves as an informant, reporting on his firm's performance or performance related-activities to external audiences, is an agent. Researchers and managers gather subjective performance measures from agents employed at various organizational levels:

### **Items in Agents' Socially Desirable Responding scale**

1. None of the employees in my organization feel dissatisfied with their jobs
2. Different functional areas within my organization sometimes lack cohesion or unity
3. At my organization, all of the employees are outstanding performers
4. Sometimes my organization fails to exercise good judgment
5. Employees in my organization are sometimes afraid to voice disagreement with higher officers.
6. Employees at my organization are always trustworthy

7. At my organization, selection of employees is always been based only on qualifications
8. My organization avoids such programs that the people might view as negative

### **Application of SDRS**

A social desirability scale can be valuable for studies that do not control for social desirability bias through overall design, or in order to deliver extra evidence that social desirability bias was not a large factor in the results obtained. The above scale is relatively short and provides a way to study responses for research without contaminating with social desirability bias.

The total score of the SDR scale is calculated and select the cases which have a score greater than 0.90. Cases were QWL scoring and SDR scoring is simultaneously high, such cases are being affected by Social desirability bias and may distort the original structure of the data. Keeping in view of this, such cases are not taken for further analysis.

#### **1.7.6. Pilot Study and Pre-Test of Instrument**

The questionnaire has been pre-tested among 50 journalists of Kozhikode and Malappuram. Thereafter, necessary modifications were incorporated based on the observations of the pilot study. The Questionnaire thus modified, comprising 82 questions was administered among the sample informants.

#### **1.7.7. Reliability Test**

In order to check the internal consistency of the scaled statements a Reliability Test was run in variable decided in the schedule from the pilot study. Cronbach's Alpha for these scaled statements of QWLS is 0.846, WLBS is 0.867 and OSI is 0.857 which is higher than the standard Cronbach's Alpha of 0.70. Cronbach's Alpha values are more than 0.70 for all the variables in the schedule and hence it is proved that internal consistency of the scale is high and the questionnaire can be considered as highly reliable.



**Table 1.10**  
**Reliability Statistics**

<b>Index</b>	<b>Dimensions</b>	<b>Cronbach's Alpha</b>	<b>No. of Items</b>	<b>SL No. in the Final Instrument</b>
<b>QWLS</b>	Compensation	0.874	5	32-36
	Working Environment	0.721	4	28-31
	Opportunity for Growth & Security	0.769	5	23-27
	Use & Develop Human Capacity	0.764	4	18-21
	Social Integration of Work	0.765	4	14-17
	Constitutionalism	0.766	3	10-12
	Work & Total Life Space	0.816	4	6-9
	Social Relevance of Work	0.814	4	1-5
	<b>QWLS-Overall</b>	<b>0.846</b>	33	
<b>WLBS</b>	Work Interference With Personal Life	0.842	7	38-44
	Personal Life Interference Work	0.853	4	46-49
	Work/Personal Life Enhancement	0.818	4	50-53
	<b>WLBS-Overall</b>	<b>0.867</b>	15	
<b>OSI</b>	Time Pressure	0.745	5	54-58
	Security & Threat	0.812	4	60-63
	Organizational Ambience	0.773	3	64-66
	Manifestations	0.839	3	68-70
	Enabling Factors	0.811	5	71-75
	Home-Work Interface	0.752	3	77-79
	Role Overload	0.851	3	80-82
<b>OSI-Overall</b>	<b>0.857</b>	26		
<b>SDRS</b>	Socially Desirable Responding	<b>0.795</b>	8	5,13,22,37,45,59,67,76

### **1.7.8. Validity**

In order to ensure the validity of the survey instrument, experts in mass media sector and academics were consulted to critique and refine the instrument. Questionnaire for the proposed study has been reviewed by a panel of expert and modifications and suggestions were incorporated accordingly (Content Validity). The panel of expert also checked whether the instrument appears to measure what it is supposed to measure (Face Validity).

### **1.7.9. Tools for the Analysis of Data**

The analysis of the quantitative data has been done with the help of SPSS and the qualitative data were analysed by using QDA Miner, Textalyser and Origin Pro. Structural Equation Modelling was done with the help of Amos and Warp PLS. The mathematical and statistical tools like Percentages, Mean, Standard Deviation, Chi-square test, t-test, F-test, Correlation Analysis, Tukey's HSD test for Multiple Comparison, Cluster Analysis, Constant Comparison Method and Structural Equation Modelling were employed for the analysis of data.

### **1.8. Limitations of the Study**

The present study suffers from the following limitations.

- The study covers only the employees of journalistic cadre and excludes on-line journalists, freelancers, part-time area correspondents in private sector media and print media journalists in public sector.
- Due to the tight schedule and busy nature of profession, many of the journalists showed reluctance in responding sincerely with the questions.
- Non-availability of accurate data about the journalists in Kerala is another limitation.
- The journalists were not very keen to reveal information about their organisation hence there are chances for biased responses on a few items.

### **1.9. Chapter Scheme of the Report**

The report of the study has been organized in the following manner.

#### **Chapter 1. Introduction**

This chapter deals with the introduction, research problem, Scope, Significance of the study, objectives and hypotheses, operational definition of concepts, research methodology, limitations of the study and chapter scheme of the report.

## **Chapter 2. Review of Literature**

This chapter is devoted attention to review the existing literature in the field of Mass media, QWL, Occupational Stress and Work-Life Balance.

## **Chapter 3. QWL and Mass Media Sector -An Overview**

This chapter gives an overview of the concept of QWL, Occupational Stress, Work-Life Balance and Mass Media Industry in India.

## **Chapter 4. QWL in Mass Media Sector**

Chapter 4 is devoted to discuss the results of the analysis on the QWL among the journalists of Mass media sector in Kerala. Total and variable wise detailed analysis is undertaken in this chapter.

## **Chapter 5. Occupational Stress in Mass Media Sector**

In this chapter the major stressors and the assessment of the level of occupational stress among the journalists in Kerala have been attempted.

## **Chapter 6 WLB in Mass Media Sector**

An assessment of the level of Work-Life Balance among the journalists has been done in detail in this chapter.

## **Chapter 7. Findings, Conclusions and Recommendations**

This chapter contains the summary of the findings, Conclusions and Recommendations. The chapter also suggests a few topics for further research in the field.

## Chapter 2

### **Review of literature**

The present research work attempts to examine the QWL, Occupational Stress and WLB of the journalists working in the State of Kerala. The researcher has made an effort to review the related studies conducted so far. From the literature review, it is found that there are different studies on QWL, Occupational Stress and WLB of the employees working in various sectors at state, national and international levels. Different studies have been conducted by various individuals on mass media also. In the present chapter, an attempt has been made to review the relevant studies conducted so far in these areas so as to identify the research gap. For the purpose of discussion the relevant studies are classified under three heads.

- A. Studies on QWL
- B. Studies on Occupational Stress
- C. Studies on WLB and
- D. Studies on Mass Media Sector.

A brief review of the literature coming under the above heads is presented in the chronological order in the following pages.

#### **A. Studies on QWL**

By examining the QWL and job satisfaction among the workforces of Air India, Ganguli and Joseph (1976)<sup>1</sup> studied the physical and psychological working conditions, pride in organization, job earned community respect, reasonable working hours etc. and pointed that these are the chief factors which are positively associated with job satisfaction and QWL. Expectation and aspirations about the job are affected on QWL among the young workers. The study also pointed that strong family and rural background are meaningfully associated with life and job satisfaction of employees of Air India.

From an analytical study conducted by Sanyal and Singh (1982)<sup>2</sup> enquired how to improve QWL in working environment and the experiments. The study was conducted in Rashtriya Chemicals and Fertilizers Limited and resulted the prominence of improving the work satisfaction of employees so as to increase the QWL amongst them. QWL is treated as an effective corporate motivational strategy of management and can be achieved through re-orientation and rearrangement of content of the job.

The recommendation of the National Seminar on improving the Quality of Work Life (1982)<sup>3</sup> suggested that the enhancement of QWL can be done with the co-operative effort between management and trade unions. By enacting legislation, executive policy and action, the Government can take necessary steps for improving QWL in the public sector. The lower level employees should also be participated while taking such policy decisions regarding the enhancement of Quality of Work Life.

An explorative study conducted by Nitish (1984)<sup>4</sup> focused on developing frequent conditions for a good work life and organizational strategies by which these can be stretched at organizational level, country level and world level. The study established pyramid and staffing pattern, work group size, internal network and communication, concern for quality, concern for people, ideals and values etc. as the key elements of QWL and it is well affected by number of managers and supervisors level in an organization.

A study conducted by Uma Sekaran (1985)<sup>5</sup> on the QWL in the Indian Banking Industry as perceived by organizational members of different levels and job positions found that Banking profession has not enjoying a high level of QWL. The study pointed out the recruitment of overqualified personnel, inequitable reward system, frustration experienced due to lack of alternative job avenues, rare opportunity for promotion, alienation from work etc. are the major reasons for low level of QWL in Indian banks. In order to enhance the level of QWL, the banking

companies should take necessary steps towards decentralization, more autonomy, power and control ,best job design the and Performance based reward system.

DovElizur (1990)<sup>6</sup> analyzed the relation between employees' participation in quality circles, their sense of QWL, perceived job enrichment capacity and job satisfaction. The study suggested quality circles as a method for enlightening the Quality of Work Life among employees. Partaking in quality circles is rightly connected with QWL, perceived job enrichment capacity and job satisfaction.

A study conducted by Singh Sen Gupta (1993)<sup>7</sup> established that power relations is one of the supreme critical essentials in Quality of Work Life. The study suggested that adequate intervention programs need to be employed from time to time to make the dealings between managers and workers co-operatively interdependent.

In an endeavor to analyse the factors affecting the Quality of Work Life at Micro level with the objectives of developing tools for evaluation of QWL, Ghosh (1993)<sup>8</sup> found that management's perception of QWL is the most prominent factor which determine the QWL in manufacturing, mining, power generation and service sectors both in public and private sector.

In a study conducted by Kershaw (1994)<sup>9</sup>, teacher's perceived levels of satisfactions were valued with the Quality of their school life on the basis of school level, gender and years of experience in teaching. The study resulted that the perceived levels of satisfactions of teachers vary according to school site. The major factors affecting the teachers are Communication, support, workload, working conditions and resources.

Kumar and Shanubhogue (1996)<sup>10</sup> administered a QWL survey to analyze and compare the Quality of Work Life in University systems so as to examine the reactions of teachers on the present QWL in the Universities and their expectation on QWL. The survey of 200 teachers from various universities found that there is a

significant gap exists between present and expected QWL among university teachers.

Hossain and Islam (1999)<sup>11</sup> investigated the overall QWL, job satisfaction and performance of the nurses of government hospitals in Bangladesh. The study found a significant correlation between QWL and job satisfaction and the employee performance is significantly correlated with QWL. Work shift has a significant impact on QWL and the nurses having high level of QWL are in Morning shift.

In order to examine whether there is any substantial relation among the QWL, job behavior and demographic variables of employees, Hoque and Rahman (1999)<sup>12</sup> steered a study to evaluate the Quality of Work Life of industrial workers of public and private organizations in Bangladesh. The study piercing that a significant and higher QWL was perceived by the employees in private sector than the employees in public sector. QWL is positively correlated with performance and negatively correlated with absenteeism and accident.

By establishing a linkage between Quality of Work Life and the industrial relation processes, Mankidy (2000)<sup>13</sup> found that a positive industrial relation process benefits to improve the QWL. Quality of Work life has a momentous influence on family life of the employees and the performance of the organization. The industrial relations can be enhanced by guaranteeing better wages, flexible hours of work, favorable working environment, employment benefits, career prospects, job satisfaction, participation in decision making etc. and also results a better QWL.

Sirgy et al., (2001)<sup>14</sup> describes quality of work life is related to satisfy the needs of employees and advocated that it should be reviewed in terms of employee' needs. There are seven categories of needs namely, health and safety needs deals with protection against disease and injury within and outside the workplace, the needs of family economy, the need for social says cooperative work between colleagues, and having free time in the workplaces, social needs having the cooperative work between colleagues and spare time at work place, the

need for self-esteem and the need for training and the aesthetic. Significant correlation is found between the quality of work life and business performance.

With a sample of 60 teachers in 15 farm schools, Mentz (2001)<sup>15</sup> studied the Quality of work life among the teachers of farm schools in South Africa and found that the teachers in rural schools are generally happy with environments and delight in teaching; they are happy with classroom size, physical facilities and teacher -student relations.

NaslSaraji and Dargahi (2006)<sup>16</sup> has made a cross-sectional-analytical study of 908 medical employees to examine the positive and negative attitudes of the employees in Tehran University of Medical Sciences (TUMS) Hospital towards QWL. The study reported a poor QWL among these employees and they were totally dissatisfied with occupational health and safety, intermediate and senior managers, their income and work-life balance.

Jagadeesh Chandran (2007)<sup>17</sup> has done an empirical study to examine the Quality of Work Life among the employees of major conventional industrial estates in the state of Kerala. A detailed review is also done to study the industrial estate programmes and its effect on SSI units in Kerala. Richard Walton's eight point scale is employed to measure the Quality of Work Life by using a multi-stage random sampling technique. It was found that the socio-economic background of the employees is found not good. The study categorized QWL of the major conventional industrial estates into two namely; QWL1 and QWL2. The eight major factors have very significant roles in QWL1. Safe and healthy working condition has only a major role in QWL2 and all other elements have minor roles. Safe and healthy working condition has strong influence on both dimensions of QWL.

By surveying 300 Library professionals in Kerala, Reena (2009)<sup>18</sup> has made an attempt to study the extent and levels of Quality of Work Life and Occupational Stress among the Library Professionals in Kerala. It also examined the association between Quality of Work Life and Occupational Stress among the



sample. The study used Proportionate stratified sampling method and found that majority (76%) of the Library Professionals in Kerala are enjoying a high level of Quality of Work Life and experiencing only a lower level of occupational stress. There found a significant association between occupational stress and three out of seventeen independent variables selected for the study i.e.; Library size in terms of number of staff, age and involvement in IT applications. The study recommended for the constitution of Work Assessment Committees to assess the performance and appreciate the performance of employees.

Arthi Jeyaraj et al. (2010)<sup>19</sup> studied the impact of Quality of Work Life on organizational commitment among the ITES employees of Coimbatore and analyzed whether the QWL has an impact on organizational commitment. Regression model showed the effect of QWL on organizational commitment and recommended QWL programs to advance the level of commitment among employees.

Lokanadha Reddy and Mohan Reddy. (2010)<sup>20</sup> reviewed the concept of QWL, dimensions of QWL, practices of QWL, techniques for improving QWL and judgment methods of QWL in an organization. QWL involves opportunities for lively involvement in group working activities or problem solving that are of mutual benefit to employees or employers, based on labour management co-operation. He pointed the dimensions of QWL as health and well-being, job security, job satisfaction, competence development and the balance between work and non-work life.

Ambily (2011)<sup>21</sup> made a comparative study to identify the factors contributing to quality of work life in public and private sector manufacturing industries in Kerala. By taking a sample of 500 employees from 5 private sector and 5 public sector manufacturing companies in Kerala, she found that adequacy and fairness in compensation and safe and healthy working conditions are the two factors having top priority in quality of work Life of employees of manufacturing industries in Kerala. Socio economic parameters like age, education, monthly

income and experience of employees' have immense role in maintaining quality of work life in organisations. The study resulted that the public sector enterprises have better Quality of work life for employees than private sector enterprises and the Quality of work environment bears a vital role in quality of work life.

An exploratory study has been done by Meenakshi Gupta and Parul Sharma (2011)<sup>22</sup> about Factor Credentials Boosting Quality of Work Life of BSNL Employees in Jammu Region has resulted that the level of satisfaction among the employees regarding the QWL is very high. The study found that adequate income and fair compensation, opportunities to use and develop human capacity, safe and healthy working conditions are the major factors determining the satisfaction with the QWL in the organization and there is a high correlation between these factors and QWL among the employees of BSNL.

By taking primary data from 452 employees working in two Steel plants in the state of Tamilnadu, Madhesh (2011)<sup>23</sup> has studied the employees' perception on the quality of work life practices followed by the steel plants in Tamil Nadu. Compensation, Opportunity for Growth and Development and Working Conditions were found as the most influencing elements of Quality of Work Life in Steel plants. Occupational stress of employees is an important factor in determining the QWL and found a significant negative correlation between them. The result of a Multiple Discriminant Analysis found that there is positive impact of demographic factors like Educational Qualification, Monthly Income, Employees Cadre, and the Length of Service on the Quality of Work Life of employees. The study pointed out the importance stress management programmes on maintaining the occupational stress at reasonable and acceptable levels.

Geetha (2012)<sup>24</sup> measured the level of quality of work life and the extent of variations in QWL among the women employees working in 155 public sector banks in Tirunelveli District of Tamilnadu. The study attempted to examine the relationship between the level of QWL and socio-economic factors of women employees. The study found that the increased QWL results in building an

employee with physically and psychologically healthier, productive, adaptable and motivated. The study extracted the factors like career opportunities and growth, opportunity to develop skills , healthy working conditions , good work life , participative management , social interaction at work place and adequate pay and fair compensation which affects the QWL among the women employees of public sector banks and made a suggestion to implement work-life programs such as flexible work arrangements, employee development programmes, fitness programmes, maternity leave, child care leave, job sharing etc. which creates a win-win situation for employers and employees.

In a study to analyse quality of Work Life among the women bank employees of Coimbatore district in Tamil Nadu, Srirenganayaki (2013)<sup>25</sup> examined the relationship between various factors of QWL such as Nature of job, Compensation, Safe and healthy working conditions, Opportunity for growth and development, Social integration, Constitutionalism, Participation in management, Grievance handling and Social relevance of work and Occupational stress among the women bank employees. Nature of job is considered as the most influential factor of QWL among the women bank employees and a high level of QWL is found among the employees of private sector and public sector banks. It is also reported that youngsters, senior employees and managers have high level of occupational stress. Occupational stress is found different among different categories based on age, educational profile, salary, designation and year of service.

Vijayakrishna (2013)<sup>26</sup> undertook a longitudinal survey of 425 permanent employees working in Visakhapatnam Steel Plant to examine the factors affecting Quality of Work Life in Indian steel industry. Employees are willing to compromise on salary for job security and pleasant colleagues at work place. Workers are satisfied with the working conditions, learning and development, nature of work and benefits and dissatisfied with opportunities for promotion, pay, providing benefit for children's education and contingent rewards. It was also resulted that QWL, quality of life and quality of organisations are all

interdependent and are interrelated. By following QWL programs, an individual can enhance his quality of life.

## **B. Studies on Occupational Stress**

Srivastava and Singh (1981)<sup>27</sup> has recognized different causes of occupational stress, namely, role overload, role ambiguity, role conflict, group pressures, low profitability, under participation, low status, responsibility for people, intrinsic impoverishment, strenuous work condition, poor peer relations and powerlessness.

Ahmad et al., (1985)<sup>28</sup> examined the level of stress among 30 executives from public and private sector enterprises. The study reveals that with regard to role isolation, role ambiguity, and self-role distance, there is substantial difference between public and private sector employees and also have effect of several background factors, such as age, education, income, marital status, and work experience on stress.

Sharma (1987)<sup>29</sup> studied 150 employees of public and private pharmaceutical organizations to ascertain the role of a motivated climate on job satisfaction, participation, alienation, and role stress and found that stress among the employees of public sector organizations is lower than that of private sector organizations.

By probing the association between role stress and job satisfaction among bank officers, Chaudhary (1990)<sup>30</sup> found that role erosion and resource inadequacy act as leading factors of stress and role ambiguity and role expectation conflict are distant contributors to stress among bank employees.

Srivastava (1991)<sup>31</sup> found that there is a momentous constructive correlation between various elements of role stress and indicators of mental ill health. Stress rising from role ambiguity and role stagnation has significant correlation with anxiety.

Golnaz Sadri (1997)<sup>32</sup> has identified some major variables that add to occupational stress and their direct and indirect effects on various outcome events like mental health, physical health, job satisfaction etc. in USA. The study was employed among 247 college students employed in diverse companies in the Orange County and Los Angeles areas and it examined six variables of stress such as factors intrinsic to the job, lack of power and influence, relationships with other people, valued people feel, structure or climate of an organization and the home-work interface. The study proposed a model of how personality, locus of control and the techniques which people assume to handle with stress. It displays that stress is a function of both the individual and the environment. Thus, efforts to deal with the effects of stress need to look on the environment and the individual.

In a study, Mishra (1997)<sup>33</sup> compared the level of Occupational Stress among public and private sector Public Relations Officers. The Occupational Stress Index of Srivastava and Singh (1981) was administered here and the Critical ratio test was used to find out the difference between perceived occupational stress among public and private sector Public Relations Officers. The results of the study exposed that public relations officers of public sector experienced significantly higher occupational stress on the dimensions of role ambiguity, role conflict, unreasonable group and political pressures, powerlessness, poor peer relations at work, intrinsic impoverishment, low status and strenuous working conditions as compared to public relations officers of private sector.

By studying a sample of 900 women general practitioners, Usha Rout, (1999)<sup>34</sup> found that working environment, absence of co-operation and support from staff and lack of communication acted as the major factor for dissatisfaction and stress. Practice managers face higher levels of occupational stress as they are directly in link with the patients. Result of an exploratory factor analysis revealed that working environment and communication, work-home conflict and social

life, administration and goal achievement and problems related to patients are the critical factors affecting them.

Alexandros Stamatios et al., (2003)<sup>35</sup> examined psychological and physical health of Greek JHDs in terms of known stressor symptoms and also studied what personality and job-related factors were predicative of stress outcomes of Greek JHDs working in 19 within 12 general hospitals of Greater Athens. The occupational stress indicator (OSI) devised by Cooper et al. (1988) consisting of six scales was used by the study and found that the consequences of their mistakes, the long working hours, decreased psychological backing from their superiors, and the insufficient financial support and lack of other resources necessary for working effectively are the major factors creating strain to the doctors and showed that doctors who were unfamiliar with the environment experienced additional cradles of stress.

Sandy Ornelas and Brian Kleiner (2003)<sup>36</sup> studied the recent developments in managing occupational stress. He pointed out the importance of management and employees jointly addressing the stressors by employee participation in assessing the problem; communicating potential resolutions and recognizing that stress management are a joint effort. The study suggested the therapies and treatments can be applied into the life like Aromatherapy, Acupuncture, Music therapy, Yoga, Massage therapy, Colour Therapy etc. Occupational stress can be reduced in a great way by nurturing open lines of communication with employees about stress issues, management can cheer up employees to put forward way out to the problems on the job.

By analyzing the variables like psychological well-being, physical health and job satisfaction Sheena Johnson et al., (2005)<sup>37</sup> done a comparative study of 26 different occupations, the relationship between physical and psychological stress and job satisfaction at an occupational level. They used Short Stress Evaluation Tool of Robertson Cooper (2002), which measures a number of work related stressors and stress consequences. The stress results (psychological well-

being, physical health and job satisfaction) are debated and made a comparison between different occupations on each of these measures. The study delivers information on the order of occupations in relation to job satisfaction and the involvement of negative stress outcomes, and identified the “high” and “low” stressed jobs.

In his study, Anna West (2006)<sup>38</sup> explained that since stress was very often caused by how a person copes in the job, rather than the job itself, it was imperative to make sure that at the recruitment phase an individual's skills are correctly harmonized to the demands of the job. The study recommended training during employment and enhancing the control over the work by employee to reduce stress.

Arora et al., (2009)<sup>39</sup> attempted a study about the work culture and occupational stress among the employees in different organisations in India. Role overload and conflict, poor peer relation, low status, strenuous working conditions etc. were found to be the major factors affecting occupational stress of employees. The study revealed that the level of stress is high among the managers in private sector.

In an enquiry in to the effect of Positive Therapy in the Management of Stress and Anger and Enhancement of Adjustment in the School Teachers, Hemalatha Natesan (2009)<sup>40</sup> surveyed 432 School Teachers in Kerala by using the Occupational Stress Index of Srivastava and Singh (1981) and found that the increasing workload, the multiple role, class size per teacher and an increasing number of pupils behaving in an unacceptable way are the major elements leading to stress related illnesses. Excessive or improperly accomplished stress leads to anger and other adjustment difficulties.

Alex Rajesh (2010)<sup>41</sup> undertook a study to look in to the prevalence of stress and the factors contributing to stress among teachers and revealed students and teacher's personalities, job involvement, job anxiety and job satisfaction, school/class environment, and administrative style are the major contributors of

job stress among teachers. The working environment has the capacity to create stress reducing culture for the teachers. Occupational stress is highly related with job satisfaction and the teachers are experiencing a moderate level of occupational stress in their profession. Eustress is a must element in boosting one's productivity and efficiency.

By studying 300 Physical Education teachers of Govt., private and public schools in Haryana State, Ranjit Singh (2010)<sup>42</sup> examined the status/level of job stress, job satisfaction and adjustment among Physical Education teachers and the difference in job stress, job satisfaction and adjustment among male and female Physical Education teachers. The study found that low task demands, physical demands, role demands and interpersonal demands, level of administrative support, dissatisfaction in salary, student indiscipline and control over classroom policies are the causes of job stress among and poor working conditions is taken as the major sources of job stress.

Poonam Negi (2010)<sup>43</sup> has done a study to compare the job-related stress, the factors causing job stress and desirable methods of reducing stress among HDFC and SBI Bank employees. The study also explored the role of organizational and task related variables on the stress levels. Lack of opportunity for growth or advancement is taken as the major cause of job stress in SBI Bank and workload can be one of the main reasons for the workplace stress in HDFC Bank. The employees in both banks are satisfied with the workplace environment. In SBI, the employees are preferred yoga and health classes as means to reduce stress whereas in HDFC Organisational Get-together is rated high as technique to reduce stress.

Gopalakrishnan (2011)<sup>44</sup> investigated the major sources and the level of occupational stress among the employees in the paper industry. It has been found that the factory employees have more stress than administrative employees. The variables like working conditions, management policies, irrational promotional policies, work load disproportionate to salary and favoritism are playing a



prominent role in creating occupational stress. Inter-personal affiliation is a vital HRD system which produces a favourable HRD climate. Employee's individual health and family situations are the vital aspects of the quality of work life and stress.

In an endeavor to examine the level of occupational stress among the entry level and middle level officers in banks, Patiraj Kumari (2011)<sup>45</sup> found that sickness, strained family relation, absence of leisure time, work load, absence of effective training, lack of autonomy etc. were the major reasons for occupational stress among bank officers and there is good environment for public sector bank than private sectors in terms of occupational stress. The study also revealed that high level of stress had adverse effect on the morale of the bank employees.

Kirk (2011)<sup>46</sup> endeavoured to study the efficacy of coping strategies used for common occupational stress by employees of different organisations in Taiwan. The study revealed that there are no universal coping strategies of stress but it is based on the employees gender, education and other conditions. The nature of stress is important while determining the stress management programs. The study also aimed to find out the right strategies for effectively solving the stress problems.

Mc Cubbin and Figley (2011)<sup>47</sup> discovered that occupational stress is a major threat to the functioning of family and individual performance. It generates a difference between demands on families and their ability to provide material security for them. Inability to maintain a reasonable balance between family life and work life results in work-family conflict and again diminishes the performance of employees.

Sarwar et al., (2011)<sup>48</sup> quantified the relationship between work stress and family imbalance by a study conducted among 500 middle level managers working in banks of Service Sector in Pakistan. By deploying a multi stage random sampling, the exploratory and co-relational study revealed that there is a Strong positive relation between work stress and family imbalance variation in

family imbalance due to work stress. The findings gained from statistical results showed that there is no significant difference in either male or female's perception of work stress and family imbalance. Every category of employees is being affected by work stress and it lead to work-life imbalance.

Aiswarya and Ramasundaram (2012)<sup>49</sup>, in their study noted that one of the most important issue to be addressed and solved in the organisation is stress. Occupational stress leads to many physical as well as mental problems and ultimately leads to the productivity of the employees. The study found that work exhaustion acts as a cause for occupational stress and work life conflict acts as a moderator.

Anderson (2012)<sup>50</sup> studied the bank employees and opined that work-family conflict is a key reason for occupational stress among employees. Poor relationship among employees often leads stress and has hostile effects employee performance. Lack of social support from colleagues and poor interpersonal interactions leads to stress particularly among employees with a high social need.

In a study of Occupational Stress among Managers, Arpita Sharma (2012)<sup>51</sup> attempted to explore the psychological aspects like thoughts, feelings and behaviour of employees as a consequence to occupational stress in private and public sector organisations. The study examined the factors leading to occupational stress in public and private sector enterprises. There is a significant difference in employees in public sector and private sector regarding stress. Public sector employees experiencing high stress than that of the employees in private sector. Female employees and Married employees have higher levels of stress in public sector and the consequences of occupational stress is identified and studied through physiological, psychological and behavioural effects.

Revathi (2012)<sup>52</sup> has made an attempt to explore the antecedents of job stress and stress level among the employees of IT units at the Technology Park in Chennai. Job stress in IT sector is increasing at a faster rate day by day. The job stress among the BPO employees is higher than other employees in IT field and

the major stressors identified are social relation, job content, employment and working conditions. Job satisfaction and job performance in IT sector employees are significantly affected by organizational role stress, work related stress and job stress and there is no active involvement and implementation of stress reducing programmes in this sector.

Thiruvassagam (2012)<sup>53</sup> made a descriptive study to examine the occupational stress among employees of Paper Manufacturing Units of Tamilnadu. By taking a stratified random sample of 1052 workers, he identified noise and excess work load are the two major factors affecting the occupational stress among the workers. It is also found that employees facing psychological consequences had the problem of Insomnia (Sleeplessness).

Uma Mageswari and Prabhu (2012)<sup>54</sup> has reviewed the relationship between QWL, employee performance and career growth aspects and gave a conclusion that high quality of work life is essential for organizations to continue to attract and retain employees as the continued restructuring, downsizing and reorganization in the post-recession situation have made chaos for HR managers as they have to scuffle with protecting staff morale and job satisfaction and thus the concept of QWL has increased thrust among researchers and managers.

From a study of 422 teachers working in engineering colleges affiliated to Anna University, Mohanasundaram (2013)<sup>55</sup> found the major sources of occupational stress among the teachers and the impact of these on job satisfaction and job involvement. He explored seven factors namely, difficulty in achieving career goals, inadequate salary, excessive paperwork, inadequate time for preparation, lack of information, lack of time for research, frequent changes to timetable or course as the primary stressors among teachers. Further job satisfaction had an opposite association with occupational stress factors.

Showkat Hussain Gani (2013)<sup>56</sup> conceptualized the moderating role of emotional intelligence between job stress and job satisfaction by studying 600 bank employees in the state of Jammu and Kashmir and examined level of job

stress and its relation with Emotional Intelligence in banking sector. A Regression analysis explored that the Role Ambiguity had the greater variance explained by the emotional intelligence and conceptualizes that an emotionally intelligent employee is fitted out to sense, know, understand, manage and control proper emotionally-based conduct and it will result to reduce the occupational stress and enriching the level of job satisfaction. Employees of high level of Emotional Intelligence can cope with job stress much well.

### **C. Studies on WLB**

By surveying 120 married women entrepreneurs of Singapore, Jean Lee Siew Kim and Choo Seow Ling (2001)<sup>57</sup> has studied the work-life conflict among the women entrepreneurs and found that pressure from time, pressure from work, parental demand and support of spouse have substantial impact on the work-life conflict and the work-spouse conflict have the greatest effect on job, marital and job satisfaction. There is a positive association between work stressors and job-spouse conflict.

By examining the association between work–family balance and quality of life among the professionals of public accounting, Jeffrey Greenhaus et al., (2002)<sup>58</sup> assessed the three elements namely, time balance, involvement balance and satisfaction balance which constitute the major components of work-life balance. A comparison is made between the time spent at work and time spent on home and family activities, between involvement in work and involvement in family, and between satisfaction with work and satisfaction with family. This gave result of the equality of time, involvement, and satisfaction related with work and family role and whether there is balance or imbalance. The study found that there were substantial undeviating interactions between the work-family balance coefficients and time, involvement, and satisfaction envisaging quality of life. The study also viewed the mediating effects of work-to-family conflict, family-to-work conflict and stress. There found an association between work–

family balance and quality of life, if there is considerable time, involvement, or satisfaction to allocate across roles.

By surveying 350 women professionals, Claramma Thomas (2007)<sup>59</sup> has attempted to explore the aspects of Work -Life Balance among women professionals in Kerala and their work-family conflicts and finding their coping strategies. The study also examined the existence and universality of ‘Glass-ceiling’, which affects the career prospects of women professionals in Kerala. The study revealed that though conflict is universal in both the domains, the work domain is seen as a somewhat bigger cause of conflict than the family domain. The pervasiveness of ‘glass-ceiling’ is established and it is found that it negates the career prospects of women professionals.

An exploratory study was conducted by Shahnaz Aziz and Jamie Cunningham, (2008)<sup>60</sup> to inspect the employees on work holism, work stress, and work-life imbalance. It examined the potential variances between male and female workaholics in relation to work stress and work-life imbalance and for gender as a moderator in the association between work holism with work stress and work-life imbalance. The study resulted that work stress and work-life imbalances are associated with work holism, irrespective of gender and it has no moderation effect on the relations between work holism with work stress and work-life imbalance. It is domineering that intercession programs emphasis on lessening work holism in case of men and women and that interventions as on-site childcare, flexible work time, and telecommuting should be encompassed.

By using the Weick’s model of organizational sense making, Annis Golden (2009)<sup>62</sup> examined how a global high-tech organization and its employees’ families enact one another as environments. Three dynamics of joint enactments two cooperative and one competitive were recognized, along with consequences for work–life combination research and practice, for more conventionally programmatic work life accommodations, and for families’ management of their associations to organizations

From a sample taken from six different organisations of the IT and ITES industries in New Delhi, Kanwar et al., (2009)<sup>62</sup> studied the impact of work-life balance and burnout dimensions namely, meaninglessness, exhaustion and de-motivation on job satisfaction in IT and ITES industry. The findings divulged that there is a positive relation between work-life balance and job satisfaction and a negative association between de-motivation, exhaustion and meaninglessness and job satisfaction. Work life balance has a major contribution in IT and ITES industries. Employees in IT sector had a lower work-life balance and job satisfaction and shows a higher meaninglessness, de-motivation and exhaustion compared to the employees in ITES sector. This work-life imbalance unfavourably affects the performance of employee and also the performance of the entire organisation. The study suggested for behavioural and structural interventions which involves training for work- life balance, behavioural counselling, incentives for greater work-life balance, inspiration to continue for leaves and flexible timings etc.

Frank den Hond et al., (2010)<sup>63</sup> studied whether the work-family conflicts functions as an elucidation instrument in the linkage between work-family culture and well-being. Energy reducing process initiates from a hindrance work-family culture and ends up to burnout through the experience of work-family conflict. The positive, motivation generating process initiates from a supportive work-family culture and ends up to work engagement through work-family enrichment. Work-family conflict intermediates the association between Work- family culture and the exhaustion dimension of burnout and partially arbitrates the association between a hindrance Work Family-Culture and the suspicion aspect of burnout. Work-family enrichment incompletely intermediates the association between a supportive work-family-culture and work commitment. A supportive work-family culture narrates to work engagement through the awareness of less work-family conflict. Besides this, a supportive culture is also connected to less emotional state of burnout through work-family enrichment.

An effort was made by Parminder Walia (2011)<sup>64</sup> to analyse the relationship between personal-related variables and to study the relationship between individual related variables, family related variables, work related variables and work life balance and its dimensions and examined the differences in work life balance of IT and ITES professionals at diverse levels of single, family and work related variables. The results disclosed that work/personal life enhancement increases with increase in emotional intelligence. Professionals with high EI have lesser personal life interference with work and the professionals with high work centrality have higher work/personal life enhancement and higher overall work life balance as compared to the professionals with low work centrality and professionals with average work centrality.

By put forwarding a Work-Life Harmony Model, Heather McMillan et al., (2011)<sup>65</sup> identified construct definitions and measurement tools for the work/life balance. It is critical to HRD, because interferences planned to counter work/life interface issues cannot be tactically formed, and culture changes cannot be successfully addressed until the discipline recognizes the nature and the organizational consequences of employee's work/life problems. HRD specialists who use the musical metaphor of harmony to generate initiatives may attain grander success than those who mount interferences in the expectations of attaining balance. HRD interferences need to be established to meet the issues by creating a psychometrically sound measure for individuals, examining the effects of individual harmony issues on spouses/partners, children, and the organization as a whole and measuring how individual harmony affects the work-group in the organization, finding the effects of harmony on overall performance and ultimately this model delivers a basis for developing new actions of harmony that integrate conflict and enrichment.

Heather Odle Dusseau et al., (2011)<sup>66</sup> made a test on the new associates of work-family balance, on the basis of the inconsistencies between actual and anticipated hours spent in the domains of work and family. The study of 330

employees of south-eastern university revealed the support for the efficacy of work and FHD scores for individual and organizational results. Foreseen work–family balance, well-being, and aim to leave beyond the individual constituents of actual and desired family hours, but the WHD did not predict beyond individual constituents. Work–family balance mediated associations between FHD and quality of life, stress, depression, and intention to leave.

In a review done by Dori Meinert (2011)<sup>67</sup> revealed that the main cause for job satisfaction is the flexibility to balance the work and personal life. Flexible work arrangements are usually available to salaried professionals, especially in financial and information services.

In an enquiry in to the work life balance programmes implemented by various organisations, Navjot Kaur and Parminder Walia (2011)<sup>68</sup> found that marriage leave and maternity leave are the two major categories of leave arrangement preferred by the employees. Beside the leave arrangements, employee assistance and wellness programs, no other work life programs are absent in most of the IT and ITES industry in India. Most of the employees are unaware of these type of programmes and most of the time companies are reluctant to communicate the programmes to the employees. The study suggested for the implementation of employee oriented work life balance programs.

Isabel Metz (2011)<sup>69</sup> attempts to find out the reasons for women’s departure from organisations and the role of family duties in this departure. Organisational change, organisational climate, work related personal factors like skills, gender discrimination, lack of support etc. were found to be the major reason for leaving of women from organisations. Work and personal reasons mutually act as the causes of departure.

Yu Ru Hsu (2011)<sup>70</sup> examined the curbing effects of perceived supervisor support (work environment variable) and internal locus of control (personality variable) on the association of work-family struggle with job satisfaction. The study surveyed correctional officers in Taiwan. A Hierarchical regression test was



used in the study and resulted that work-family conflict has a harmful effect on job satisfaction. Perceived supervisor support and internal locus of control not only have straight effects on job satisfaction but also meaningfully modest the association between work-family conflict and job satisfaction and the supportive leadership style, and a mentoring and training programs etc. is very much helpful for reducing the work-family conflict and upsurge the job satisfaction of Taiwanese correctional officers.

Hua Jiang (2012)<sup>71</sup> evaluated a new model of Employee–Organization Relationships (EORs) as the kinds of work–life conflict as variables leading to EOR outcomes, and by examining the likely effects of transformational leadership, procedural justice, and family-supportive workplace initiatives upon employees’ acuties of work–life conflict and associations with their employers. The study adopted a Hierarchical Linear Modelling to report the multilevel structure of data. Time-based work–life struggle, personalized contemplation, and procedural justice were significantly related with quality of EORs. Perceived levels of work–life conflicts also determined with Fair work–life policy-making procedures. The study found that there is a substantial negative relation between time-based work–life conflict and quality of EORs.

Valeria Pandolfini (2012)<sup>72</sup> examined the hands-on foundation of judgments about social justice, concentrating on the quality of work-life balance in present-day labour marketplaces. The qualitative research on young adult ‘flexible’ couples in Italy investigates the customs in which external flexibility touches capabilities concerning to the freedom to choose the balance between family, jobs and overall working life. Some replications on social justice in a resources-capabilities viewpoint, appraising the effect of Italian work-life balance procedures on the lives of flexible employees and providing some offers for the effective enrichment of individual proficiencies in this respect.

Vijayshri Mehtha (2012)<sup>73</sup> analysed the background of the influences and outcomes of, the imbalance between work and personal life and the influence on

performance and well-being. The study describes the effect of women entering the workforce on work/life balance matters. The relationship between employees' supportive resource and their work-life balance in service sector is explored in the study and the role of the elements of work-life balance in the relation between support and employee results were also inspected. Work related characteristics illuminate by far the major part of the disparity in WLB. Because WLB scales conceptualize the work component more specifically than the life component, what 'life' means remains rather intangible apart from general references to the 'home', 'housework' and 'family responsibilities'. This largely neglects diverse emic scopes to WLB common to specific subgroups and extracts the measurement rather abstract. Fatigue or Low Energy Levels, More pressure on household work and increased expectations are the main consequences of poor work-life balance.

Yuchun Xiao and Fang Lee Cooke (2012)<sup>74</sup>, in his study investigated the major sources of work life balance stumble upon by the Chinese workers in the environment of marketization of the Chinese economy and the sudden growth of private sector. Work life balance is a concept which is not familiar with Chinese workers and is not fully entertained by the managers. Chinese workers have a very different choice in managing work life conflicts than the workers of other western countries. Long working hours, huge targets, overload, frequent travel, business trips, less free time etc. were deduced as the major factors of work life balance.

Kanthi Sree (2013)<sup>75</sup> examined the perceptions effectiveness of work life balance in Public and Private Sector Undertakings. Job satisfaction, employee turnover, stress and productivity is affected by Work-life balance. Work-life balance arrangements and practices refer to initiatives voluntarily introduced by firms which facilitate the reconciliation of employees' work and personal lives. Poor Work-Life Balance is often revealed in a variety of physical and psychological anxieties like irritability, depression, anxiety, weakened self-confidence, incapacity to relax, absence of sleep and enlarged susceptibility to

illnesses, lot of psycho-somatic illnesses, burnout, truncated productivity, high employee turnover, safety hazards, high blood pressure, ulcer, migraine and many psychosomatic disorders. Work Life imbalance results in three types of conflicts namely, time-based, stress-based and behaviour-based.

Rajput Kiransinh and Natwarsinh (2014)<sup>76</sup> explored the relationship between Organizational Role Stress and Work Life Balance and compared the stress and work life balance of employees of manufacturing and service sector. Study of a sample of 210 employees revealed that employees in manufacturing and service sector faces Work Life Balance and Organizational Role Stress problems as a result of the changing business environment and there is substantial negative correlation between Organizational Role Stress and Work Life Balance. Employees in manufacturing sector have more Work Life Balance than employees in service sector. Employees of service sector have more Organizational Role Stress problem than employees of manufacturing sector. Employees of more than five years' experience have more Work Life Balance and less Organizational Role Stress problems than employee of one year and less than one year work experience.

Rashida Banu and Duraipandian (2014)<sup>77</sup> developed a Work Life Balance Scale consisting of 46 statements with five factors to measure the Work Life Balance of IT professionals in Chennai. 387 IT professionals were surveyed and by using factor analysis confirmed a five-factor solution. Factors and their effect on WLB of IT professionals is studied. This 46 statements are used to examine the employee perceptions of work and personal life balance and to assess the efficiency of work life balance programs implemented by IT organizations and to comprehend the serious issues of work-life balance.

#### **D. Studies on Mass Media**

Helen Castelli (1984)<sup>78</sup> has reviewed the profile, working conditions, socioeconomic background and the work life balance of 20 women journalists. The study revealed that every women journalists feel that their primary

responsibility is to have family then to society and then to self. Difficulties were faced by women journalists to receive works at the evening and night. They also face difficulties related to reporting like long hours, travel, and absence of amenities for women and the chances of being wagon in violent situations.

Laury Masher and Olson (1989)<sup>79</sup> surveyed 395 journalists and 395 public relations personnel including reporters, editors, and photographers, copy editors, and graphics artists in the San Francisco to examine the job satisfaction. The study reported that Public relations personnel were highly satisfied with their jobs, salaries and chances for career advancement. The results showed a high correlation between current salary and job satisfaction among public relations personnel than that for journalists. Even though the two groups showed highly significant associations between job satisfaction and autonomy, journalists reported a low level of autonomy. The study gave a conclusion that lack of autonomy is the main reason for lowering levels of job satisfaction among journalists.

Betsy Cook and Steven Banks (1993)<sup>80</sup> conducted an exploratory to measure job burnout among a sample of reporters and copy editors of daily newspaper organization. The study indicates that the entry-level young employees are suffering from burnouts who are working as copy editors at small daily newspapers. Age, job title, total years of experience, income and job satisfaction were also found meaningfully associated with job burnout.

By applying a stratified national sample of Canadian news workers, George Pollard (1993)<sup>81</sup> examined the effects of social attributes on multiple measures of job satisfaction. The study identified a moderately high level of satisfaction among them. The research work found that Organizations stress routinized activities that lead to profitability and the variables like Professionalism stresses and ethical performance enhances social responsibility. Autonomy, authority, and control are considered to be the symbols of professionalism which in turn leads to enhance the intrinsic meaning of work and

high job satisfaction. It is found that Newspaper workers were highly satisfied due to a mixture of inherent factors, such as autonomy, authority, and control of work, and extrinsic factors, such as job security and income. The study also resulted that Newspaper workers have lengthier career and they are more satisfied than the workers in broadcast media. Newspaper workers are dragged to the profession by high levels of independence, control and job security, while broadcast news workers are strapped away apparently by a lack of independence, control, job security and high employee turnover.

By interviewing news directors of TV stations, Kimberly Burks and Vernon Stone (1993)<sup>82</sup> evaluated the variables related to career progress by men and women in broadcast news media. They found that women and men articulated similarity in their job satisfaction, management styles, and hopefulness about their occupations. Female workers are suffering from family responsibilities and experiencing more stress than male workers. They show differences in career goals and the types of discrimination they had met.

From the survey of 429 newsroom journalists at twelve West Coast dailies, Keith Stamm and Doug Underwood (1993)<sup>83</sup> studied the job satisfaction and the changes that are affecting journalists' job satisfaction. One major affect is based on news paper's quality. If the newspaper's quality was appearing to be improving, job satisfaction is higher; if journalism was perceived as taking a back seat to business, job satisfaction was lower. Size of the newspaper has also a significant effect on job satisfaction.

Pamela Bhagat (2004)<sup>84</sup> has attempted a study to examine the current status of women journalists in the Print Media in India. The study was initiated by the National Commission for Women to examine the issues of women journalists in the print media by surveying 410 women journalists. Findings of the study revealed that female journalists are getting comparatively a low salary than men. They are lacking women's special needs and functions in society like childbirth, childcare, confinement, security after night duty etc. Even though women

journalists are considered to be conscientious and diligent, they are not getting due credit for professionalism. The study has also revealed that sexual harassment is part of work culture in media in India.

Simon and Joel (2004)<sup>85</sup> examined the risk faced by journalists during their work at fields. The study reported that a total of 36 journalists were killed worldwide as a direct result of their work in 2003. In 2002, it was 19 journalists. The main reason for this mortality was Iraq war. Other reasons for the journalists' deaths while executing their duties. War and other conflicts were not the extreme threats to journalists in much of the rest of the world. Nearly all the journalists killed outside Iraq were purposely battered, as a direct punishment for their critical reporting.

In an endeavor to present the issues and access of women in Indian media, Ammu Joseph (2005)<sup>86</sup> gave an indication of the condition, experiences and viewpoints of women journalists in India. By surveying 200 women journalists in India, the study explored issues like recruitment and remuneration, assignments and beats, night work, promotions, colleagues and sources of news/information, families, generational changes, and professional networks.

From the survey of 236 newspaper sports journalists, Scott Reinardy (2006)<sup>87</sup> has done a study of the Maslach Burnout Inventory to inspect burnout of sports editors, sports writers, and desk personnel (copy editors and page designers). The study resulted that the sports journalists suffer modest rates of emotional fatigue and depersonalization and have a high rate of personal achievement, which can be understood as a degree of job satisfaction. They suffers from advanced degree of emotional exhaustion and personalization than sports writers or desk personnel and have a lower degree of personal achievement. Younger and less experienced sports journalists working at smaller newspapers suffer a higher degree of emotional exhaustion and depersonalization. The study gives an indication into the burnout level of sports journalists during a time of technological and competition transition.

In a study conducted by June Nicholson (2006)<sup>88</sup>, the issues related to the constant to trouble women in newspaper journalism like balancing work and family, pay disparities, glass ceiling etc were examined. The study also analyzed the reasons for the slow progress of women journalists. Women journalists are worrying about the workplace and they lacked mentors as well as professional training and career-planning opportunities. They are also facing discrimination on the basis of gender and are getting a low percentage of salary compared to male journalists

In a study of the evaluation of the perceived importance and actual performance of Egyptian journalists, Jyotika Ramaprasad and Naila Nabil Hamdy (2006)<sup>89</sup> has reported the ratings of the journalists on different journalistic functions. The most prominent functions are Sustain Democracy, Support Arabism/Values, Support Government and Provide Entertainment. The first and foremost rating was given on supporting Arabism/values followed by democracy-sustaining. The study gave importance in three major aspects, namely the quantitative benchmarks it creates for Egyptian journalism practice and its enclosure of functions specific to Egyptian society and press as culled from the literature and its result of the prime placement by Egyptian journalists. Egyptian journalists gave uppermost rank to supporting Arabism/values and lowermost to supporting government. The study gave a key importance to the role of western politicians, publics, journalists and journalism educators in the practice of journalism.

Sammye Johnson (2006)<sup>90</sup> studied the status of salary in the Magazine Industry presented a review of women's magazines and analyzed the status of women working in the magazine industry. As per this study, women journalists in the magazine industry consider the field is balanced and that women are creating about the same quantity of money as the male equals. Men journalists occupy the major positions of the organization like Editorial / Director / Editor in chief, Editor / Executive Editor's categories.

By focusing of the women journalists working in electronic media, Durgabhavani (2007)<sup>91</sup> has examined the status of Women Journalists in Media in the state of Andhra Pradesh. The study analyses the issues relating to them and the discrimination faced by them. The findings of the study revealed that there is no fixed policy relating to salary in electronic media and women journalists are receiving a low rate of salary. There is no positive association between marital status and satisfaction on job. Women working in fields have more job satisfaction than that of working in news rooms and the news room journalists faces more discrimination. They face harassment in job and their promotion prospects are also less. It is understood that temporary employees face a high level of discrimination than permanent employees.

By studying the online journalists from Latin America, North America and Europe, Amy Schmitz Weiss et al., (2009)<sup>92</sup> explored to what extent the idea of globalization via the internet is transmuting the profession of journalists. The research findings indicated that a perception by these precise online journalists of a crushed social distance between themselves and the audience, as well as a more compressed time dimension impacting the news cycle. This study pointed how the online medium is developing and how online journalists perform and operates within it. The essential plasticity and variability for their performance, based on the time pressures, are also phases that interpret across other occupations in the digital media industry. It addressed the query of how much globalization is prompting an occupation, journalism, in the digital media industry.

Kathleen Ryan (2009)<sup>93</sup> has done a study to find out the economic and industry environments that led to the growth of a non-staff workforce by surveying US freelancers function under a different model from European or other freelancers. By using the intrinsic and extrinsic factors to measure the overall job satisfaction the study claims that these results exhibit how freelancers use adaptive strategies to respond to provisional or per diem labor forms in American news. By obscuring the norms about freelancing, the study suggests a more realistic perspective about the requirements of the employees and the jobs



which they perform. Apparent job security is more significant to freelancers than actual job security. They are more gratified than staffers with their capability to pick and choose projects and the accessibility of work they like to do. The freelance workers report a meaningfully higher level of satisfaction in their working environments than either staffers or combination workers.

Ranu Tomar (2009)<sup>94</sup> analyzed the major indicators of the status of women journalists working in print media organizations in Delhi. The study focused on the opinion of journalists about their profession, the appearance of a women in print media and the status of supplements in newspaper and magazines aimed at a woman. The conservative attitude of a society for women needs to alter the society must accept young women journalists. These social barriers must be fragmented if the families upkeep the changing life and style of women. Families can create an atmosphere of equal prospects and status for both the men and women journalists. Steps must be taken to develop self-esteem, analytical skills, risk taking and inquisitiveness so that men and women can equally handle the tasks involved in journalism skillfully.

By focusing on the four zones of potential problems, Phyllis Miller & Randy Miller (2010)<sup>95</sup> examined the working practices of women journalists working in sports journalism. The four areas of problems explored were condescension in the workplace, equal opportunity in the workplace, perceived performance and job satisfaction. The study found that even though women are appearing in newsrooms all over the country in increasing numbers, they feel that they are, in many ways, unseen to their classmates, probable to know less and accept more boring tasks. But majority of the women journalists are satisfied with their job even though they are experiencing gender-wise discrimination.

In an enquiry to the social situations adverse to women workers, Nancy Guleria (2010)<sup>96</sup> found that the media has played a vital role in emphasizing women's problem and thereby convincing the decision makers to formulate ways and means for women development. The findings of the study revealed that the

issues relating to the women empowerment merely got four per cent coverage that the print media has ignored women empowerment issues. They focused more on women celebrities and issues related to violence, seemingly for popularity gains and blatantly overlooking issues of women education, women health and girl child. This depicts that media organizations are looking for business gains.

Keith Stamm et al., (2010)<sup>97</sup> surveyed 187 editors at 13 Northwest newspapers in America, found contrary to anecdotal reports, that pagination is not accountable for extensive anger and sadness in newsrooms. They found that pagination makes both positive and negative gifts to job satisfaction. Most of the editors still took pride in their newspapers and found editing a satisfying line of work.

By using the three-component Maslach Burnout Inventory-General model, Scott Reinardy (2011)<sup>98</sup> has examined the burnout among newspaper journalists. With a reasonable rate of fatigue, a high rate of cynicism and a modest rate of professional efficacy, journalists reveal highest rates of burnout. With high degree of cynicism and ascending rates of exhaustion, journalists are stirring nearer to accomplishing burnout as defined by the MBI-GS. And the shielding buffer efficacy, a feeling of achievement remains to dissolve. Burnout is chronological from exhaustion to cynicism, and inefficacy grows in concert with the other two facets of burnout. The most 'at-risk' to burn out appear to be young copy editors or page designers at small newspapers, which reproduces earlier results. Younger journalists reported higher rates of burnout and express intentions to leave the profession.

Narayani Rajashree (2011)<sup>99</sup> endeavored a study to know the participation and portrayal of women in mass media sector in India. It resulted that women are contributing more and more in number in the construction of news materials and the women professionals are progressively contributing in media organizations especially in the area of decision making. Women journalists are in a position to find their voice in the organization. The study revealed that there is absence of

networking among women journalists as majority of them resist against reducing them to a category as female workers and there is lack of planned effort among the women journalists to give women's issues a shrewd attention. The occupational hazards are more in case of women journalists and are suffering from managing family responsibility including childcare.

Ram (2011)<sup>100</sup> has studied the mass media and its role in the history of India and its current trends. The study found that over the years, a considerable international literature has looked on templates for socially and ethically responsible journalism and also on the constitutive fundamentals of journalism. The study recommended that the description of 'standards of performance' wants revision and updating and put forwarded codes of practice or professional ethics that have privileged such principles as truth telling, freedom and independence, fairness and justice, humaneness, and working for the social or public good, and emphasized such disciplines as fact-checking, verification, investigation etc.

Soumya Dutta (2011)<sup>101</sup> has done an attempt to study the role of media in a democratic system and its social responsibility. She reviewed that mass media has a commanding presence in India and recently Indian media has been subject to a lot of criticism for the manner in which they have ignored their responsibility to social responsibility. Presence of Precarious business practices in media has affected the stuff of Indian democracy. The current situation is not quite hopeful and certain areas need to be talked. Media establishments, print, audio visual, radio or web have to be more responsible to the people of the Country. Journalists should practice professional integrity and ethical standards while doing sensational practices. Organizations like Press Council of India need to be alert on media practices.

Tilak Wijesundara (2011)<sup>102</sup> made an analysis on Indian media in terms of various aspects like coverage, popularity, diversification, westernization, commercialization, technology, entertainment, education, politics, sex, violence, women and children etc. the study reported that the nature of mass media is

determined by social conditions and the Indian mass media as a manifestation of social implications in association with the society of India. According to study, Indian mass media is a sign as well as a mirror image of India society, which is extremely heterogeneous, diverse, and most importantly. By taking the coverage of media audio-visual media show a leading role today, whereas the print media seem as the medium of educated men in urban setting. Indian media today are enormously advanced by the technological developments. There are criticisms on media as the technology is in the hands of few profit-seeking men and business houses. It has a wide agenda by certain political parties and the role and exemplification of women in media is not pleasing at all.

By studying women journalists of 18 daily newspapers in Bangkok, Kanyika Shaw (2012)<sup>103</sup> explained the gender and power in the field of journalism in Thai Newspapers. The survey of 500 journalists suggested that Thai female journalists have adjusted into the journalistic workforce and that they require no longer be viewed as a isolated group. Prestige and power have been related with origins of masculinity. The study suggested that Thai female journalists are pleased with their news organization and are highly satisfied with the job and includes attitudes to their jobs, job stability, use of talents, peers and their ability to serve the public. Most of the female journalists experienced discrimination like verbal harassment, prejudice from news sources. Thai female journalists had become conformed into the journalists, in terms of salary, education, working conditions, and that they need no longer be regarded as a separate group.

From the survey of reporters and non-reporting employees of 10 national daily newspaper firms in South Korea, Jung et al., (2012)<sup>104</sup> studied the degree of burnout among newspaper firm employees in Korea and examined the causes and consequences of burn out. The result indicated that employees suffer from burnout and they were experiencing a higher level of exhaustion than cynicism and a diminished sense of professional efficacy. This is the contribution of some basic factors like overload, a non-autonomous and non-supportive work

environment, dissatisfaction with the work itself, level of pay, co-workers, supervisors and promotion opportunities.

In a study conducted by Jenefa (2012)<sup>105</sup> to examine the relationship between Communication Studies and Media Industry presented the status and position of women journalists working in the state of Tamil Nadu. The study examined the involvement of women in the procedure of news production, this attempt is crucial in understanding the connection between the educational background of women journalists and their contributions to the news coverage. The study found that more women are working in the English press than in the regional press. It also revealed that most of the women journalists are working in television news channels, followed by magazine and newspapers. Due to the conservative attitude of regional news organizations most of the women journalists working in the English media are with newspapers, followed by magazines and television channels.

Sanjeev Kumar Verma (2012)<sup>106</sup> studied the extent of professional autonomy in Indian Journalism. The study revealed that most of the journalists are following the professional ethics of journalism and some of them opined that it is impossible to follow. There is a work freedom to exercise the duties as journalist but the interference from the side of management is a key interruption in journalists' autonomy. Governmental or political interference is also a chief interference in journalists' autonomy. Most of the journalists are members of journalists' associations.

Devender Bhardwaj (2014)<sup>107</sup> investigated the factors affecting the occupation of female journalists analysed the triangular aspects of job namely, Family & Social Condition, Atmosphere or Ambience at work place and Legal protection. He found that the key problems are the problems of transportation and communication in their offices, in the field of reporting. The study also found the factors due to which females are hesitant to join this job and revealed that the working environment for female journalists is not very cheering and they face

problems while reporting in public spaces due to the indifferent attitude of the general people and their continuous gawking and passing of unwanted remarks. The working media organizations are also not providing adequate facility to commute. Family and social responsibilities are found the major interruptions for the working women journalists to continue their job and the working atmosphere and legal protection affects the motivation of working women journalists.

### **Identification of Research Gap**

From the forgoing studies, it is found that there had been no systematic and scientific studies on the QWL of journalists working in the mass media sector in the State of Kerala. Likewise no attempt has been made to identify occupational stressors and to assess the level of occupational stress among the media people in the State. No studies were conducted to review the WLB Status of working journalists in the State of Kerala. Therefore, the present study is an attempt to fill the lacuna.

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## Chapter 3

# **Quality of Work Life and Mass Media Sector in India - An Overview**

The present research attempts to investigate in to the Quality of Work Life among the employees working in the Mass media industry in Kerala. Hence it is highly relevant to examine a theoretical framework of both the Quality of Work Life and the Mass media Industry in India. The present chapter is an attempt in this direction. For the purpose of discussion the chapter is divided in to two sections. Section 'A' deals with the Quality of Work Life and that of 'B' is concerned with the Mass media industry in India.

### **Section A**

#### **1. Quality of Work Life**

##### **3.1.1. Introduction**

The concept Quality of Work Life (QWL) has gaining importance among the people all over the world. It is becoming a major human resources issue in almost all organizations. It is very momentous in the situation of work commitment, motivation and job performance. It acts as a drive to facilitate the fulfilment of needs and goal accomplishment. Quality of work Life is concerned with humanizing the working life and emphasizing the human factor. It commonly refers to favorableness or unfavourableness of a job environment for the people involved in it. The elementary aim of QWL programs is to cultivate a job culture which is excellent for people as well as for production. Imbalance between the family and work life due to job pressure and conflicting interests are the major problem faced by employees in almost all sectors. The work-norms enforce on workers too much of load and control by their bosses. Building a Quality relationship between employees and working environment is very much crucial in today's working atmosphere. The Indian workers and their Unions are now on the self-protective and are more concerned in the interrogation of how to retain their jobs than in the question of how to improve

their Quality of Life in the work place. The Quality of Work Life movement which draws “attention to workers” need for meaningful and satisfying work and for participation in decisions that affect their work situation.

QWL is interpreted and viewed in different ways by different managers and management thinkers. It is viewed as:

- Management and supervisory style
- Freedom and autonomy to make decision on the job
- Satisfactory Physical surroundings
- Job safety
- Meaningful tasks.

### **3.1.2. The Historical background**

How to improve the quality of workers through on-the-job experience was a major question before a group of researchers, scholars, union leaders and Government in the years between 1969 and 1974. The focus was on quality improvement in employment. The roots of QWL were found in scientific management propounded by F.W Taylor in 1940's. The term QWL was first introduced by Louis Davis, (1972). The term QWL gained more importance after the Arden House Meet in New York in the year 1972. It leads to the setting up of the International Centre of Quality of Work Life. A study sponsored by the US Department of Health, Education and Welfare examined the issue of how to improve the Quality of Work Life on job experience led to the publication of work in America. As a result of pressure of inflation on US Economy, the US Government appointed Federal Productivity Commission to tackle some of these issues and the QWL experiments sponsored by the Commission. Accordingly University of Michigan and the National Quality of Work Centre have conducted QWL experiments. The term QWL was appeared in research journals and other print media in USA only in 1970s. In 1972, the First International Conference on QWL was held in Toronto. In the same year, International Council for QWL was established. The effort of the European and American to introduce Principles and

Methods and Organisational Designs for democratizing the work place have been well reported by the International Council for QWL in its publications.

Nadler and Lawyer (1983)<sup>1</sup> stated that QWL is gaining importance day by day and advocated six stages.

<b>SL No</b>	<b>Period</b>	<b>Perception of QWL</b>
1	1969-72	Variable
2	1969-75	Approach
3	1972-75	Methods
4	1975-80	Movements
5	1979-82	Everything
6	Present	Everything

In the first stage (1969-1972) QWL is considered as a Variable. Second definition (1969-1975) perceived QWL as an Approach. It is treated as Methods in the third stage of 1972-1975. Fourth definition conceived QWL as a Movement during 1975-1980 and rest of the period defined QWL as Everything. Countries like USA, Australia, Switzerland, Holland, Denmark, Sweden and India are successful in practicing QWL Programs in work place. Companies like general Motors (GM), Ford Motors, Bharath Heavy Electricals Limited (BHEL), Tata Iron and Steel Company Limited (TISCO) etc. had succeeded in reducing the ratio of absenteeism and labour turn over by adopting a promotional approach towards QWL. They also gained low cost of operations.

Motivation Theories and Leadership gave a sound base for the concept of QWL. According to the Need Hierarchy Theory of Abraham Maslow whenever the lower-order needs are satisfied, people search for satisfaction of the next level of needs. Herzberg describes that 'hygiene factors' (maintenance factors), will maintain a reasonable level of motivation and the absence of which cause dissatisfaction. On the other side the 'motivational factors' will motivate the workers and enhance the performance of employees. McGregor in his 'Theory Y' suggested suitable conditions to work employees with responsibility.

### **3.1.3. Quality of Work Life-The Concept**

QWL is viewed by different people in different ways. Some viewed QWL as industrial democracy or co determination with enhanced employee involvement in decision making process. Some others like managers and administrators viewed it as enhancement of psychological work aspects for improving the productivity of employees. Employees and trade unions viewed QWL as more equitable sharing of profits, job security and healthy and safe working conditions. Some others interpreted it as enhancing social relations in working environment through autonomous work groups. A very wide view about QWL is change in the entire organisational environment by humanizing job, individualizing organisations and changing the structural and managerial systems.

The term “Quality of Work Life” was first introduced in 1972 during an International Labour Relations Conference. QWL tries to develop working atmosphere in order to enhance concern for human welfare. As a goal QWL is the development of more involving, satisfying and effective employments and working atmosphere for employees in the organisation. As a process QWL include efforts to recognize the goal by active participation.

QWL is a conscious effort to enhance work environment, job content, its safety, security, compensation and benefits. It aims at improving life at work together with life outside the work.

Quality of Working Life is a generic phrase that covers a person’s feeling about every dimensions of work including economic rewards, benefits, security, working conditions, organisational and interpersonal relations, and its intrinsic meaning. It refers to the favorableness or unfavorableness of a total job environment for people. QWL programs are another way in which organisations recognize their responsibility to develop jobs and working conditions that are excellent for people as well as for the economic health of the organisation. QWL emphasizes on improving the work system, development of employee skills, reduction of occupational stress and the development of labour relations. There is a need to give workers more of a challenge, more of a whole task, more opportunity to

use their ideas. A close observation of QWL provides a more humanized work environment. It try to meet the higher order needs of workers as well as their basic needs.

QWL meant for the level of happiness or unhappiness associated with a job. The QWL approach values the people as an asset to the organisation and its aim is to identify programs to enhance the quality of professional and personal life of employees.

A Task Force on QWL appointed by the American Society for Training and Development in 1979, defined the QWL as, “a process of work organization which enables its members at all levels to actively participate in shaping the organizations environment, methods and outcomes”. Quality of Work Life is an internally designed effort to bring about increased labour management co-operation to jointly solve the problems of improving organizational performance and employee satisfaction.

The concept of Quality of Work Life turns out to be momentous in emerging countries like India, as it becomes both ends and means. It is taken as an end as it is extremely significant element in the Quality of Life and the goal of development. It is treated as a means because the practice of involvement in decision-making and of progressive learning-help. Family life, working life and social life are the three major divisions of human life. These are interrelated and interconnected and affect the quality of each other. The total quality of life of the employees depends on the quality of family life, work life and social life. A proper balance between family life, work life and social life is necessary for the enhancement of the total quality of life of the employees.

Walton (1979)<sup>2</sup> said that Quality of Work Life is the work culture that serves as the corner stone. In the words of Goodman, “in recent years the term quality of work life has been used to refer to employee satisfaction and dissatisfaction with over-all condition of work”.

### **3.1.4. Essential Elements of QWL**

According to VSP Rao (2009)<sup>3</sup>, QWL has four basic elements. They are;

- a. Programmes for Enhancing Human Dignity and Growth
- b. Collaborative Work of Employees
- c. Participative Decisions on Work Changes
- d. Programmes assume Harmony of People and Organisational Goals

### **3.1.5. Scope of QWL**

The following are the major areas coming under the purview of the concept of QWL.

#### **1. Compensation**

Compensation plays vibrant role in organizations. An ideal compensation package will have positive impact on the efficiency and productivity of the employees. It will inspire the employees to execute work efficiently and accomplish the standards fixed. It helps the organizations to retain the best talent for a long period of time. Compensation covers the amount an employee receives while working in an organization. There are diverse types of compensation packages that an employee gets. These may be in the form of wages or salaries, Retirement plans, Employer-paid health insurance, Life insurance, Paid leave for vacation and sick days, Disability insurance etc. There may be a minimum wage for employment which is fixed by the government which the minimum amount an employer is allowed to pay their employees for the work done. The compensation must be above a minimum standard for life and equitable. Reward equals the effort made by the employee. Fair compensation is imperative as it is major determinant of job satisfaction.

#### **2. Health and Safety**

Occupational safety and Health activity in organisations are the significant facets of corporate culture and organisational performance. Work can create a



positive or negative impact to individual health. Both physical and mental health may be affected if people are exposed to harm. Health and safety laws are there to protect you, your employees and the public from workplace dangers. Health and safety policies has to be bring into line with other human resource management policies for commitment and involvement and to promote the well-being of employees. Employee should be free from all type of hazards and accidents in the working environment. There should be adequate safety measures in the work environment and the work environment has to be kept free from pollution.

### **3. Job security**

Job security is a significant topic for the social scientists as it has an influence on social justice and human dignity. Human dignity was straight related to the job security as it affected the capacity of employees to satisfy the basic physiological and security needs. Psychologists have recognized job insecurity as an overbearing cause of stress which involved anxiety and panic in Media reporting on downsizings and surplus staff has created acuity amongst the general public that job security was evolving as an article of the past. Job security is the chance that an employee will keep his or her job; a job with a high level of job security is such that a person with the job would have a small chance of becoming unemployed.

### **4. Social Integration**

Social integration has a large impact on the attitude and behaviour of employees because, individuals are usually socially oriented, the attitude and values of organisational peer groups, family members, off-the-job friends, and others to whom they may socially relate will affect severely on their perception and activities. Social integration is a procedure of adaptation by which workers are able to know the basic values, norms and customs for becoming the accepted members of the organisation and taking roles in the organisation. The employees should be in a position to feel a sense of identity with the organisation and advance a feeling of self-esteem. Openness, trust, sense of community feeling, scope for rising mobility, reasonable treatment etc. are vital for this resolution. Social integration in work organisation will certainly inspire workers to act as a unity and it offers them a lot of

team spirit. This tactic is not only helpful to employees but also to the organisation by improved productivity. Management should take necessary steps to eliminate discrimination and individualism in the organisation and promote team spirit and creation of social groups.

## **5. Job Design**

A good job design permits a good job feedback. Employees have the choice to vary tasks as per their personal and social needs, habits and conditions in the workstation. Job design suggests good work and rest schedule by obviously defining the number of hours an employee has to spend the job. A good job designs consents for amendments for physically challenging jobs by reducing the energy spent doing the job and by aligning the manpower necessities for the same. It is a nonstop and ever evolving process that is meant for assisting employees make adjustments with the variations in the workstation. The ultimate goal of job design is dropping dissatisfaction, improving motivation and employee engagement at the workstation. Job permits employee sufficient autonomy and control, timely feedback on performance and thereby enhance the QWL. The job should be designed in such a way that it must balance the organisational needs and employee requirements. Narrow jobs need to be combined into large units of accomplishment. Jobs should be redesigned to enrich them. Job enrichment helps to satisfy higher order needs by providing interesting, stimulating and challenging work.

## **6. Social Relevance of Work**

The richness or progress of any organisation is affected by the results achieved in providing satisfaction to its employees by meeting their need in various provinces of life like economic, political and socio-cultural. Every organisations tries to provide better compensation, welfare facilities, better health care, better work environment, better socio-cultural and social relevance of work-life as a concept in day dream, in turn, to cultivate emotions of the people working in the organisation. Work is considered as not only a source of material and psychological satisfaction, but also a means of social welfare. In order to improve QWL, the

organisation must have a greater concern for social causes. Facilities should be in the organisation for its employees for promotion and increasing their skill.

## **7. Scope for Career Prospectus**

Employee career advancement prospects are vital to robust job performance. Advancement and opportunities for promotion inspire sturdier job performance because they position employees to demonstrate just how well they can perform their jobs. The organisation should suitably identify employee talent through promotion. Promoting employees to leadership roles cheers better performance. It is a method of advancement that may be temporary or permanent. Career advancement opportunities will retain employees in their jobs. When employees try to look for another job, it's usually not because they want more money or for better benefits. Many times, dissatisfaction may be the crucial reason for employees to leave the employment. Opportunity for career advancement and growth personality improves commitment. Career planning, counseling second careers etc. help to meet expectations of achievement-oriented employees.

### **3.1.6. Objectives of QWL**

The major objectives of QWL programmes are listed below.

1. Enhance satisfaction of employees.
2. Improving physical as well as the psychological wellbeing of employees.
3. Improve employee productivity.
4. Reinforcement of workplace learning.
5. Management of change and transition.
6. Build brand image of the company.
7. Motivate employees.
8. Improve the standard of living of the employees.
9. Maintain a positive attitude in the minds of the employees.
10. Maintain the effectiveness of the organisation (Profitability, goal accomplishment etc.).

### 3.1.7. QWL Programs-Its Relevance

Recently the QWL approach is getting greater importance due to the following factors.

- Increased Education level of employees
- Association of Workers
- Widespread industrial unrest
- Increasing knowledge in Human Resource
- Rising importance of Human Resource Management (HRM)

Implementing a successive QWL program has the following advantages.

1. Nurturing employees with high satisfaction and productivity
2. Organisation having efficient, adaptive and profitable record
3. Positive feeling of employees towards self and job
4. Enhanced physical and mental health
5. Reduced turnover rate, absenteeism and accidents
6. Greater output in terms of quality and quantity
7. Improved communication between laborers and management
8. Improved pay and benefits
9. Healthy communication between labour unions and management
10. Mutual trust

Poor QWL will adversely affect the employees as well as the organisation. Udapa SR (1997)<sup>4</sup> pointed that a poor QWL shows the following symptoms.

- High rate of absenteeism
- High rate of labour turn-over
- Deteriorated quality of product
- Raising of cost of production
- Low productivity
- Non-involvement
- Poor Human Relation

### **3.1.8. Principles of QWL**

NH Herrick and M. Maccoby (1991)<sup>5</sup> has given four basic principles of QWL for humanizing the work and enhancing QWL of the employees. They are;

#### **1. Principle of Security**

Employees should feel a sense of security and well-being. Personal security, financial security, good health and protection from accidents, harm and their adverse effects are all encompassed in this principle. Employees are to be relieved of anxiety, fear and loss of employment. They should be given job security and safety against occupational accidents. The conditions of free from anxiety, fear and the loss of future of employment, safe working conditions, no fear of economic want etc. will result in improvement of skills and ideas of employees. By making a feel of job security, the organization can win the employees by making them to think of novel ideas for improving the in competitiveness their field and in society. Finally it will be advantageous to the organization and would significantly advance the overall performance. Thus, offering long-term job security for employees could be viewed by organizations as a means to motivate workers and increase productivity. This is more important than salary alone. An employee with a high level of job security will do and think better than an employee who is in continuous fear of losing a job. This fear can also upsurge motivation in certain situations, a lack of job security can be a source of distraction and result in excess stress and low morale that hinders an employee's overall performance.

#### **2. Principle of Equity**

Employees are to be treated fairly by employers. This principle focuses on equitable remuneration which means equal pay for equal work. Equity in compensation envisages that giving all employees on an even pay scale regardless of class, creed, race, or sex etc. Governments have made different laws to safeguard equitable remuneration amongst all workers in India. In exchange for job performance and commitment, an employer offers rewards to employees. Adequate rewards and compensations potentially attract a quality work force, maintain the

satisfaction of existing employees, keep quality employees from leaving, and motivate them in the workplace. According to research conducted by the Corporate Executive Board, the most important workplace attribute is compensation, (The Increasing Call for Work-Life Balance, 2009). The reward should be matched with the effort made by the employee on his work. People working in the same level and similar work should be rewarded equally. Profit of the organization is also to be shared equally. Opposition will be generated if there are considerable variances between efforts and rewards. Next element of equity is payment not for the task alone but for the knowledge and skill to carry out the task.

### **3. Principle of Individualism**

Each employee in the organisation should be given opportunities for development of his personality and potential as each one of them differs in potentials, skills etc. Individualization refers to the work environment in which employees should be motivated to advance themselves to their utmost competence, a system of work which enhances the potential of the employee. Opportunities for growth and development benefits the employees to increase their knowledge, skills and abilities, and smear the proficiencies they have added to new circumstances. The chance to get new skills and practices can upsurge employee motivation and job satisfaction and help workers more efficiently succeed job stress. This can result into positive advantages for the organization by improving organizational effectiveness and enlightening work quality, as well as by serving the organization to attract and retain top-quality employees.

By providing opportunities for growth and development, organizations can advance the quality of their employees' work experience and realize the benefits of developing workers to their full potential. Growth and development opportunities include Continuing education programs, Tuition reimbursement, Career development or counseling services, Skills training provided in-house or through outside training centers, Opportunities for promotion and internal career advancement, Coaching, mentoring, and leadership development programs.

#### **4. Principle of Democracy**

The management tries to build a maximum democratic environment in the organisation. It implies giving greater authority and responsibility to employees. QWL can be enhanced by applying effective participative decision making. Aggregate controls, close supervision and a general institutionalization prevent humanization of work. In a democratic workplace, relationships are peer-to-peer rather than parent-child. The democratic workplace situation succeeds on accountability, transparency, choice and the decentralization of power. This results for the empowerment of employees so that their full potential is unlocked to contribute to the organization in an effective and meaningful way. Participating more workers in decision making helps organisations to enhance productivity.

Treating the workers as a human being and highlighting their progress and participation in decision making is the core of this concept and is very near to the HRD concepts. Taylor says that QWL includes prominence on extrinsic and intrinsic job factors and other factors such as individual power, participation in decisions; fairness and equity, social support, self -development, worthy future of work, social relevance of the work and effect on extra work activities. The major emphasis given by QWL programs are enrichment of employee skill, reducing occupational stress and enhancement of co-operative employer-employee relationship.

##### **3.1.9. Factors influencing the QWL**

The quality of work life has an important bearing on the total quality of the people. A high quality of work life leads to a better quality of life of the people and vice versa. Thus quality of work life is considered to be a means and the same time, an end because the total quality of life can be achieved only through quality of work life. Quality in work is important for individuals, and also for growth, employment and a supportable and competitive economy. Therefore, organisations must create a working life for employees that is sustainable in the long run and that creates more and better jobs. Everybody must also have the possibility to remain in work for a longer time than today. Working conditions must permit this, and this involves

paying attention not only to the work environment, but also to competence development/life-long learning, equality, and influence. The quality of work life initiative is designed to provide programmes, services and guidance on practices that encourage a positive, constructive and productive work experience. Following are the key factors that affects and decide the Quality of Work Life;

### **1. Attitude**

The person who is entrusted with a particular job needs to have sufficient knowledge, required skill and expertise, enough experience, enthusiasm, energy level, willingness to learn new things, involvement in the job, interpersonal relations, adaptability to changes in the situation, openness for innovative ideas, competitiveness, ability to work under pressure, leadership qualities and team spirit.

### **2. Environment**

The job may involve dealing with customers who have varied tolerance level, preferences, behavioral pattern, level of understanding or it may involve working with dangerous machines like drilling pipes, cranes, lathe machines, welding machines, or even with animals where maximum safety precautions have to be observed which needs lot of concentration, alertness, presence of mind, sometimes high level of patience, tactfulness, empathy and compassion and control over emotions.

### **3. Opportunities**

Some jobs offer opportunities for learning, research, discovery, self-development, and enhancement of skills, room for innovation, public recognition and celebrity status. Others are monotonous, repetitive, dull, routine, no room for improvement and in every sense boring. Naturally the former ones are interesting and very much rewarding also.

### **4. People**

Almost everyone has to deal with three set of people in the work place. Those are namely; boss, co-workers in the same level and subordinates. Apart from



this, some professions need interaction with people like patients, media persons, public, customers, thieves, physically disabled people, mentally challenged, children, foreign delegates, politicians, public figures and celebrities. These situations demand high level of prudence, cool temper, tactfulness, humour, kindness and sensitiveness.

## **5. Nature of Job**

Some jobs need soft skills, leadership qualities, intelligence, decision making abilities, and abilities to train and extract work from others. Other jobs need forethought, vision and yet other jobs need motor skills, perfection and extreme carefulness. For example, A driller in the oil drilling unit, welder, miner, traffic policeman, train engine driver, construction laborers, lathe mechanic have to do dangerous jobs and have to be more alert in order to avoid any loss of limb, or loss of life which is irreparable. Whereas a pilot, doctor, judge, journalist have to be more prudent and tactful in handling the situation. A CEO, a professor, a teacher have more responsibility and accountability but safe working environment, a cashier or a security guard cannot afford to be careless in his job as it involves loss of money, property and wealth, a politician or a public figure cannot afford to be careless, for his reputation and goodwill is at stake.

## **6. Stress Level**

All these above mentioned factors are inter-related and inter-dependent. Stress level need not be directly proportional to the compensation. Stress is of different types-mental stress, physical stress and psychological stress or emotional stress. A managing director of a company will have mental stress, a laborer will have physical stress, and a psychiatrist will have emotional stress. Mental stress and emotional stress cause more damage than physical stress.

## **7. Career Prospects**

Every job should offer career development. That is an important factor which decides the Quality of Work Life. Status improvement, more recognition from the management, and appreciations are the motivating factors for anyone to take keen

interest in his job. The work atmosphere should be conducive to achieve organizational goal as well as individual development. It is a win-win situation for both the parties. An employee should be rewarded appropriately for his good work, extra efforts, and sincerity and at the same time a lethargic and careless employee should be penalized suitably. This will motivate the former to work with more zeal and deter the latter from being so, and strive for better performance.

## **8. Challenges**

The job should offer some challenges at least to make it interesting. That enables an employee to upgrade his knowledge and skill and capabilities; whereas the monotony of the job makes a person dull, non-enthusiastic, dissatisfied, frustrating, initiative-less and uninteresting. Challenge is the fire that keeps the innovation and thrill alive. A well-accomplished challenging job yields greater satisfaction than a monetary perk, it boosts the self-confidence also.

## **9. Growth and Development**

If an organization does not give chance for growth and personal development, it is very difficult to retain the talented personnel and also to find new talent with experience and skill.

## **10. Employment on Permanent Basis**

Employment of workers on casual or probationary basis gives them a sense of insecurity. Employment on permanent basis gives them security and leads to high QWL. Work on contract basis is the most atrocious of exploitations take place. Employers are not required to provide casual workers with an employee benefits package that full-time, permanent employees receive. This means that most casual workers do not receive paid vacations, holidays, or sick leave, and employer's pension and health insurance plans. Workers who are involved in insecure work constantly live with the threat that their hours could be cut or their jobs may disappear completely.

## **11. Risk and Reward**

Generally reward or compensation is directly proportional to the quantum of work, man-hours, nature and extent of responsibility, accountability, risk involved, level of expected commitment, industry, country, demand and supply of skilled man power and even political stability and economic policies of a nation. Although risk is involved in every job its nature and degree varies in them. All said and done, reward is a key criterion to lure a prospective worker to accept the offer. A happy and healthy employee will give better turnover, make good decisions and positively contribute to the organizational goal. An assured good Quality of Work Life will not only attract young and new talent but also retain the existing experienced talent. Organizations are enjoying the fruits of implementing QWL programs in the form of increased productivity, and an efficient, satisfied and committed work-force which aims to achieve organizational objectives. Regular assessment of Quality of Work Life can potentially provide organizations.

### **3.1.10. Strategies for Improving the Quality of Work Life**

Productivity of an employee is well affected by QWL. Studies proved that healthy programs of QWL lead psychological and physical health of employees with a positive attitude towards the organisation. There can be different strategies which should be adopted by the management to improve quality of work life in view of barriers. As said by Sashi.K.Gupta, Hackman and Suttle (2009)<sup>6</sup> several techniques are to be adopted to improve QWL in organisations. The concept of Quality of Work Life has been operationalized through various systems such as job enrichment, workers participation in management, organization development, quality circles, employee welfare etc. While some of these schemes have been successful in improving the QWL, others are still to show results.

Attitude and expectations of employees should be examined thoroughly before implementing a QWL program. It must be planned carefully. For a better QWL approach, different methods can be adopted. VSP Rao (2009)<sup>7</sup> suggested that the following things need to be strengthened to enhance the QWL.

## **1. Flexibility in Work Schedule**

Employees get more freedom and relax in work if they avail flexible work arrangements. A suitable work schedule helps to enhance the QWL of employees. Flexible working hours (flexi time), staggered hours, reduced work week, job sharing, part-time employment and other types of different work schedules offer freedom to employees in scheduling their work.

## **2. Job Enlargement and Enrichment**

Workers become bored if the same job is performed for a long period. Job enlargement is an increase in job tasks and responsibilities to enable a position more challenging. It is a horizontal loading, which means that the tasks added are at the same level as those in the current position. Narrow jobs need to be combined into large units of accomplishment. Jobs should be redesigned to enrich them. Job enrichment is a practice of redesigning jobs so that they are more challenging to the employee and have less repetitive work. Job enrichment helps to satisfy higher order needs by providing interesting, stimulating and challenging work. These two methods can be combined together, by both expanding the number of tasks and adding more motivators.

## **3. Self -managed work teams**

In self -managed work group, workers are given the freedom in making decisions. In such a group the workers themselves plan, coordinate and control their activities. The group as a whole is accountable for victory or failure.

## **4. Equitable Justice**

The principles of justice, fair and equity should be practiced in disciplinary procedure, grievance procedures, promotions, transfers, work assignment, leave, etc.

## **5. Participative Management**

In a democratic employee- employer relationship, employees feel more freedom to involve in organisational issues affecting them. They also try to involve

in participative decision making process in the work place. Employees want to participate in deciding matters which affect their lives. Therefore quality circles, management by objectives, suggestion systems and other forms of employee's participation in management help to improve Quality of Work Life.

## **6. Job Security**

Stability in employment is a serious matter in the modern working environment. Everyone prefers to get adequate security for job which is free from inadequate policies, strikes and layoffs. Adequate security of job is a high priority of employees and should be provided.

## **7. Development of Career and Career Paths**

The work should offer career opportunities for development of new capabilities and extension of existing skills on a regular basis. Career Development Programme, Performance Appraisal, Joint Consultation and Workers Participation in Management are significant essentials required for continued growth and security. Career development comprises Challenging Initial Job, Dissemination of Career Option Information, Job Posting, putting people through assessment centers, Continuing Education and Training, Career Development Workshops, Periodic Job Changes, Leave granted at intervals etc.

## **8. Organisational Reward System**

Compensation plays a key role in employee's satisfaction. Compensation package comprises wages and salaries and all other fringe benefits and social welfare programmes. The reward system in an organisation should be designed by making sound policies and practices of rewards considering the worth of concerned employee and concerned job. Suitable compensation helps the employee in keeping a socially desirable standard of living and should be equal to the remuneration for comparable work in other organisations. Equitable pay is the pillar of QWL. Employees should be paid well according to their qualification, experience and work. Now a days employees are also want to participate in the earnings of the organisation.

## **9. Improving Group and Inter-Group Relations**

The workers should be made to feel a sense of identity with the organisation and develop a feeling of self-esteem. Openness, trust, sense of community feeling, scope for upward mobility, equitable treatment etc.

## **10. Quality Circles (QCs)**

Quality Circle is one of the fresh concepts of participative management which is originated in Japan and had a miraculous influence on quality of work and products. The concept is described as “a small group of employees working in the same work-area or doing a similar type of work and voluntarily meet regularly for about an hour every week to identify, analyse and resolve work-related problems, leading to improvements in their total performance and enrichment of their work life”. The QC is considered as a novel tool to improve quality of work life. Its impact can be evaluated in terms of goals and objectives for which they are set up. The quality circles action produces a congenial and tension free atmosphere where each member of the quality circle likes undertakings and co-operates with others. The benefits accruing from the quality circles are long-term in nature which brings about a progress in the working of the establishment over a period of time. The effective operation of quality circle brings tangible and intangible advances to the organisation and the workers resulting in improved quality of work life.

### **3.1.11. Impediments which hinder the QWL Programmes**

Implementing QWL Programs in an organisation is not an easy process. Many factors may form as obstacles from time to time. Some of these obstacles include:

#### **1. Attitude of Management**

For effective implementation of the QWL programs, there should be democratization in the work environment. There should be participative decision making to a possible extent. Employees should be given freedom to actively participate in the organisational matters.

## **2. Attitude of Trade Unions**

Trade Unions should have a positive feeling towards QWL programs as it is beneficial to both employees and employer. The management has to take necessary steps to convey the real benefits of QWL Programs to the Union Leaders and employees.

## **3. Budget Considerations**

Cost related to the effective implementation of QWL programs is normally heavy and may be a burden to the organisation. So while implementing the programs, the management may be extra cautious about the cost.

## **4. Feel of Dominance**

There may be chances of feeling by the management that due to the QWL programs management becoming soft and arising dominance by the labour unions.

### **3.1.12. Overcoming Difficulties-A Suggestive Approach**

RN Leher (1982)<sup>8</sup> put forwarded some conditions which are helpful in overcoming the difficulties faced while implementing the QWL programs. They are;

- 1) An Administrative Mechanism for the guidance of QWL programs and activities
- 2) An established charter for committees on QWL and activities
- 3) QWL concepts should be accepted by the top management, union leaders, supervisors and employees as a norm.
- 4) Well understanding about the benefits of joint activities
- 5) Acknowledgement by all parties of interest and specific identification of the concerns.
- 6) Proper mechanism to involve and handle substantive issues and provide knowledge and skill for dealing these issues effectively.

### **3.1.13. QWL in India**

QWL in India appears as a variety of operational systems like workers participation, job enrichment, quality circles, etc. QWL in India has emerged as a

movement. QWL in India can be improved through applying methods like education and training, employee communication, union participation, research projects, and appreciation of changing environment, QWL can be enhanced in India to a great extent. Jayakumar and Kalaiselvi (2012)<sup>9</sup> observed that following factors steered the QWL movement in India:

1. Increasing concern about hopes and aspirations due to varying profile of the Indian workers from illiterate and rural individual to educated and urban one.
2. Change in the behaviour of organisations to its workers by realising the fact that worker is not just like other factors of production but a human being with feelings and emotions.
3. A separate Ministry of Human Resource Development is established by the Government of India for monitoring.
4. Existence of trade unions even in unorganized sector.
5. Recognition of the need for the study of organizational behaviour as it is highly unpredictable and complex.

The review of Quality of Work Life can be completed only by examining its two major aspects namely, Occupational Stress and Work-Life balance. Therefore, these two concepts are explained briefly in the following pages.

## **2. Occupational Stress**

### **3.2.1. Stress-An Introduction**

The concept of stress is becoming more and more globalized and disturbs all nations and professions. It is a major problem under discussion among researchers, academicians, industrialists etc. in almost all countries of the world, regardless of whether the economy is strong or weak. It is getting more and more attention now-a-days and has become a very common phenomenon of routine life, and an unavoidable consequence of the ways in which society has changed. This change has occurred in terms of science and technology, industrial growth, urbanization, modernization, and automation on one hand; and an expanding population, unemployment, and stress on the other. The phenomenon of stress is becoming



increasingly globalized and affects all the professions. In the ever changing and competitive environment, stress level is increasing. In most cases, stress leads to reduce efficiency in even the best of individuals, which in turn leads to reduce productivity. It has become a part of life, as life today has become so complex at home as well as outside that it is impossible to avoid stress. It is an unavoidable consequence of modern living. Without stress one cannot live. However over stress or prolonged stress will be harmful. Stress is unique and personal and a situation that causes stress to one person may interesting to others. Stress is not always dangerous. It can be negative, positive and neutral.

Stress may be taken as a state of pressure experienced by persons having extra ordinary demands, constraints or opportunities. It is a collection of the Pressure from life coined with job demands and an emotional imbalance. Stress refers to the pressure, strain, or force on a system. Human stress covers physical as well as psychological stress. Hans Selye (1974)<sup>10</sup> said that “Stress is the Spice of Life” Stress can give our life meaning and excitement as a spice make the food tasteful. This is based on the quantity of spice that we add to the food. In the same way the amount of stress make the life different.

There are mainly three approaches to stress. The first approach focused on the environment, explaining stress as stimulus. Selye (1956)<sup>11</sup> says that any external event or any internal drive, which threatens to upset the organismic equilibrium is stress. The circumstances that make us feel a threat or tension are considered as Stress. The second approach viewed stress as a response, focusing on reaction of the people to stressors. There are four stages in the reaction to stress namely, Stage of anticipatory threat, the impact of threat, the recall stage and the post-traumatic stage. The third approach to stress treats stress as a process which covers Stressors and Strain and the relationship that a person have with his environment. As per this view Stress a process in which a person is actively involved and influence the stressor through his behavioral, cognitive and emotional strategies rather than mere a stimulus or response.

The word 'Stress' was derived from the Latin word 'Stringere' which means the experience of physical hardship, starvation, torture and pain. It was first used by an Austrian endocrinologist Hans Selye (1936)<sup>12</sup>, in the year 1926, in the literature on Biology and Medicine, describing stress as "the force, pressure, or strain exerted upon a material object or person which resist these forces and attempt to maintain its original state." Stress can also be defined as an adverse reaction that people experience when external demands exceed their internal capabilities. According to American Heritage Dictionary, stress is a state of extreme difficulty, pressure, or strain. Stress is a condition of strain that has a direct bearing on emotions, thought process and physical conditions of a person. Stress occurs when there is an imbalance between the perceived demand and the perceived response capabilities of the organism. He was given emphasize on four aspects to study stress as a process, namely; the physical or social environment that put some demand on the individual, Person's perception of the demand and the decision about how to respond to it, the organism's actual response to the perceived demand and he consequences of the responses.

Stephen Robbins (1999)<sup>13</sup> conceptualized stress as "a dynamic condition in which an individual is confronted with an opportunity, constraint or demand related to what he or she desires and for which the outcome is perceived to be both uncertain and important."

There are two types of stress:

1. Acute – (immediate): This is the stress arise which can be a one-time incident that usually comes and goes quickly.
2. Chronic – (long-term): This type of stress can be produced by a continuing string of stressful incidences, or an ongoing situation.

Pestonjee (1992)<sup>14</sup> has listed the three key segments of life from which stress may emanate.

1. Job and Organisation

These denote the overall working environment of an organisation like job description, Compensation, inter - personal relationships and work culture.

## 2. Social Sector

Refers to the socio - cultural environment of an individual and covers religion, caste, attitudes and beliefs of others, language, political and legal aspects.

## 3. Intra-psychic Sector

This incorporates intimate and personal aspects such as personality, values, abilities, needs, temperament, expectations and health.

### 3.2.2. What are Stressors?

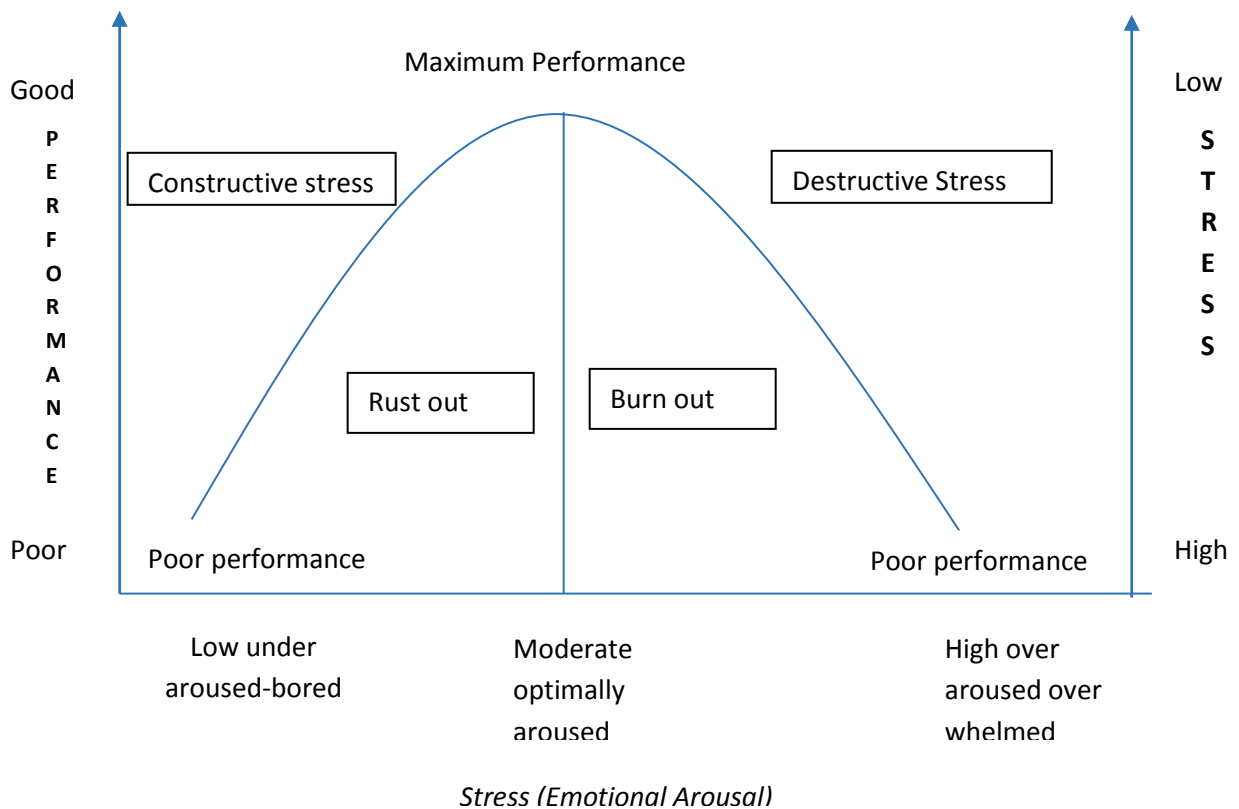
Stressors are the situations, circumstances, or stimuli which are supposed to be a threat or which promotes stress. In other word stressor is any factor that disturbs homeostasis which can be in the form of increased mental or physical disturbances. (Jamuna Rajeswaran and Cathlyn .N. Bennett (2013).<sup>15</sup> Selye Hans (1983)<sup>16</sup> described stressor as the contributing source of stress. Stressors may be either internal or external. External Stressors include poor physical environment like hot or cold temperatures or stressful psychological situations like poor working environments or abusive relationships. Internal stressors can be physical like infections, inflammation etc. or psychological like worry about an event.

### 3.2.3. Faces of Stress

Stress will not always be dysfunctional in nature, and, if positive, it will be a booster for productivity within an organization, if negative, stress will create a number of physical and psychological disorders among employees, and can be responsible for frustration, haste, and job dissatisfaction. Stress is, therefore, multidimensional, and its results depend on how the employees perceive it. The stress can be classified in to four groups: -

1. Distress
2. Euphoric stress
3. Hyper stress and
4. Hypo stress

The term distress is the most commonly accepted interpretation of the term stress. It account for all the happenings and resultant felling of unpleasantness, losses. The opposite of distress is Eu-stress or stress caused by experiences of over joy, over pleasantness or a windfall or sudden gain. The hyper stress is the situation characterize by over activities, pressure beating the deadlines etc. opposites to this is hypo stress indicated by lack of activity, absence of challenge and pressure for performance. Hypo-stress is the antagonistic of hyper-stress. Hypo-stress takes place when a person is unchallenged or bored. Individuals who experience hypo-stress are often uninspired and restless.



**Fig.3.1. Stress and Performance**

The name Eustress is came from the Greek 'eu' means good. Thus Eustress is positive and pleasant part of stress due to good things. It is a stage where an individual is in stability or within a limit of tolerance. From the figure it is known that stress in a low to moderate level act as an energizer and result in increasing the

effort, creativity and diligence in job. Eustress is constructive and progressive. It is unavoidable and originating from workplace roles. Distress is the bad and unpleasant part of stress caused by bad things. The effect of distress is negative and very painful. It is not good for the workers as well as the organization. It is a stage where the individual is in an imbalance or outside the tolerance limits. Overload and break down of individual's physical and mental system may be happened due to the excessive stress. Walt Schafer (2004)<sup>17</sup> have mentioned different working conditions which carries a high level of distress and burn out. Performance of the employees may be badly affected and they may react to it by way of absenteeism, errors, accidents, turn over, reduced performance, complaints etc. Distress is deteriorating and retrogressive as leads employee unproductive/counterproductive and irritably dependent. Hyper stress is a negative form of stress which comes when a person is not able to adjust with his work load.

#### **3.2.4. Consequences of Stress**

Stress is a part of our life. Life would be boring if it is not attached with a minimum level of stress. In a job employees perform excellently if they are experiencing a moderate level of stress. But a high degree of stress may cause negative reactions among employees and it may ultimately affect them mentally and physically. Eustress results a better job performance and a motivating energy to the workers. But the impact of distress is quite different. The effect of stress is closely linked to individual personality. The same level of stress affects different people in different ways & each person has different ways of coping. Recognizing these personality types means that more focused help can be given. Stress shows itself number of ways. For instance, individual who is experiencing high level of stress may develop high blood pressure, ulcers, irritability, difficulty in making routine decisions, loss of appetite, accident proneness, and the like. These can be subsumed under two categories:

##### **a. Psychological effect**

In the ever competitive world of business, every one faces increasing needs and aspirations, tough competition, varying life style, burden of deadlines,

ambiguity about the future and enfeebled social support system. Psychological Stress is a stimulus; resulting from the interaction between an individual and environment, as an outside negative power striking upon an individual as motivational and / or psychological response to internal or external event. The consequences of the psychological stress include distress, alteration of moods, depression, boredom, losing of contact with reality, passiveness / aggressiveness, reducing pleasure, loss of self-confidence and self-esteem, widespread resentment, loss of concentration, threatening relations, feelings of futility, impulsiveness and disregarding of social norms and values, dissatisfaction with job and life, inferiority feelings, anxiousness, emotional fatigue, reduced aspirations and self-esteem, , reduced motivation and job skills.

#### **b. Physiological effects**

Heart Disease, Stroke, Susceptibility of Infections, Immune Disorders, Cancer, gastrointestinal Problems like peptic ulcer, Irritable Bowel Syndrome, Eating Problems, Weight Loss/Gain, Diabetes, Muscular Pain, Joint pain, Headaches, Sleep Disturbances, Diminishing sexual functions, premenstrual Syndrome, Fertility Problems, Effects on Pregnancy, Memory Loss, Allergies, Skin Disorders, Hair Loss etc.

According to T. Cox and S. Blake (1991)<sup>18</sup> the Consequences of distress are categorized into four and are listed below.

#### **1) Subjective Effects & Behavioural Effects**

Subjective effects include Anxiety, loneliness, aggression, nervousness, apathy, boredom, tension, depression, low self-esteem, moodiness, fatigue, irritability and bad temper, frustration, guilt and shame. Behavioural effects constitute accident proneness, restlessness and trembling, use of drug, nervous laughter, emotional outbursts, impaired speech, excessive eating or loss of appetite, impulsive behaviour, drinking and smoking, etc.

## **2) Cognitive Effects**

Human resource is considered to be the most important resource of any organization. Men, money, materials and machinery are acquired, harmonized and operated through persons. The efficiency of the organization fundamentally depends upon the efficiency of the human Resource and it depends on the working environment. High level of stress affects the cognitive level of employees which covers Inability to make decisions, mental blocks, frequent forgetfulness and hypersensitivity to criticism

## **3) Physiological Effects**

Employees may feel physical exhaustion and reactions on body and mind of an employee like enlarged blood pressure and pulse rate, ulcers, arthritis due to the exposure more physical work, unrealistic targets, increased customer interaction or excessive working hours etc. These may again act as a reason for behaviours like drinking and smoking, increased blood and urine catecholamine, headaches, suppressed immune system, hot and cold spells, lump in the throat, numbness, increased heart rate, high blood sugar cardiovascular diseases, high cholesterol, insomnia, infections, skin problems, injuries, dryness of the mouth, sweating and difficulty in breathing, fatigue endocrine and other type of disorders.

## **4) Organisational Effects**

Organizational consequences of stress have direct effect on the organizations. These include decline in performance, withdrawal, Poor industrial relation, low productivity, Absenteeism, high accident and labour turn over arte, job dissatisfaction, antagonism at work and poor organisational climate and negative changes in attitude. Decline in performance can translate into poor quality work or a drop in productivity. Promotions and other organizational benefits get affected due to this. Withdrawal behaviour also can result from stress.

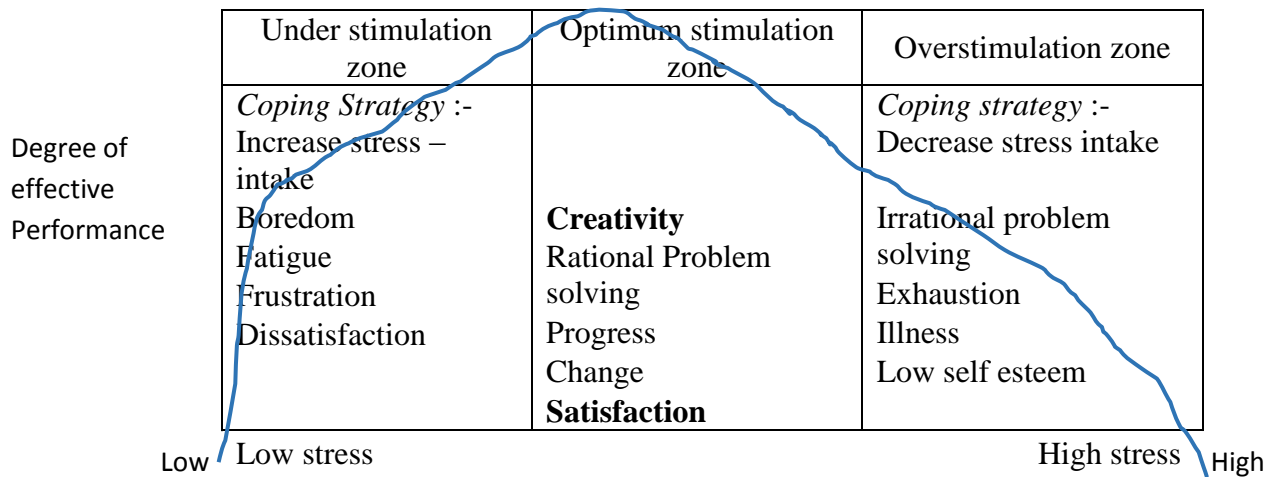
### **3.2.5. Occupational Stress**

Now-a-days workplace stress is becoming a key issue and a matter of concern for the workers and the organizations. Every industry faces new competition requiring employees to work longer hours for the same amount of pay. Due to increased population rate and harder economic environment we are experiencing a saturated work pool that diminishes our job security. This may explain why so many people remain in jobs that are consistent but not fulfilling. Heavy workload, infrequent rest breaks, long work hours etc. associated with the job may cause to bring a situation of occupational stress. Similarly Management Style, Lack of participation by workers in decision-making process, poor communication, lack of family friendly policies, Interpersonal Relationships, Lack of support from co-workers and super- visors, job insecurity, Environmental Conditions etc. may also causes stress in work. Occupational Stress also called Job Stress is a term used to define enduring stress that is associated with the workstation. Stress can be resulted from new technology, work shift, deadlines, long hours of work, job security, commuting to work, aggressive working environment and job description. Employee stress may be also caused by a boring and monotonous job. Occupational stress can ultimately affect both physical and emotional wellbeing of the employees if not coped successfully. Occupational stress can affect a person's health when the workplace stressors exceed his capacity to control the situation. Organizational stress arises due to the unbalance between individual and environment. If it is not managed properly, it will affect the human potentials and leads to reduced quality, productivity, health as well as wellbeing and morale.

In the words of Topper (2007)<sup>19</sup>, Occupational stress is the perception of a discrepancy between environmental demands (stressors) and individual capacities to fulfil these demands. Jarvis (2002)<sup>20</sup> describes Occupational stress as a situation where occupation related factors interact with the employees in a manner that disrupts or enhances his/her physiological conditions forcing them to deviate from normal functioning. Occupational stress is the experience of adverse emotional states such as frustration, worry, anxiety and depression attributed to work related



factors. Gmelch (1982)<sup>21</sup> claims that optimal effect comes from moderate levels of stress in which pressure and stimulation are transformed into creative motivation. The following diagram represents the relationship between stress on job and efficiency.



**Fig. 3.2 Consequences of Occupational Stress**

The moderate level of stress is an essential portion of life to avoid rust out and burnout. The effect of occupational stress extended to individual and organization as a whole. As far as an individual is concerned stress affects mental and physical health, quality of life, goal achievement and individual development. In view of organizations it leads to increased absenteeism, conflicts, low productivity and reduced quality and quantity of work.

### 3.2.6. Sources of Occupational Stress

The Occupational stress is arising from the interface between people and their work. It is due to several factors not all of which are work related of cause (which incidentally does not reduce the employer’s obligation to protection against the causes of stress at work). There are so many factors and events can be treated as stressors and one that is stressful for one person may different from other person. These stressors influences work attitude and behaviour of the employees. According to Selye (1983)<sup>22</sup> Reasons of stress are in two classes namely external and internal.

The external comprises the physical conditions and the internal comprises physical complaints.

VSP Rao (1999)<sup>23</sup> classified the sources of job stress in to two broad categories; Organizational factors and Personal factors. They are briefly explained below.

### **I. Organisational factors**

These are factors related to the working environment of the employees. They include:

#### ✓ Occupational Demands

Some jobs contain high level of inbuilt stress related to time pressure, lot of meetings, problems in attaining standards, interpersonal relations etc. High temperature, high noise level, high toxic level etc. may also result in job stress and interruption in work.

#### ✓ Role Conflict

A general set of guidelines or expectations stating the behaviour of certain persons holding certain positions. These expectations sometimes may act as a cause for occupational stress. There are two types of role conflict, namely, Intra-sender conflict, Inter-sender conflict, Inter-role conflict and Person-role Conflict. When a worker is given two objectives to accomplish which are in conflict from one person, it is called Intra-sender conflict. If it is given by different persons, it is called Inter-sender conflict. Inter-role conflict occurs when there is conflict in two different roles played by the worker. If the roles expected by the organisation are conflicting with the basic values of a worker, it is termed as Person-role Conflict.

✓ Role Ambiguity

When a person is not very clear about the limits of his authority, others' authority, rules of the company, job security and evaluation methods on his work etc., it can be treated as role ambiguity.

✓ Role Overload

Quantitative overload as well as Qualitative overload may cause to health problems and occupational stress.

✓ Role Under load

✓ Interpersonal Relationship

✓ Ineffective Communication

✓ Responsibility

✓ Changes in Job

✓ Company Climate

✓ Work pace

✓ Work repetitions

✓ Rewards

✓ Lack of Training

✓ Performance feedback

✓ Pressure from investors

✓ Lack of trade unions

✓ Inter-company rivalries

✓ Bullying in the work place

✓ Deadlines

✓ To give new results

✓ Overtime work

✓ Work on holidays

✓ New work hours

✓ Change in Job

✓ Harassment

✓ Sexual Molestation

## **II. Personal factors**

Some conditions and experiences in one's personal life may certainly have impact on the psychological wellness and may act as sources of stress. Some of these factors are;

- ✓ Life Events
- ✓ Personality
- ✓ Belief in external locus of control
- ✓ General reasons

Every aspects of work such as task, role, structure, leadership, physical working conditions and inter -personal relationship have the capacity to produce stress. Hendrix et al. (1994)<sup>24</sup> recognized work overload, work autonomy and control, supervision and support, role ambiguity and role conflict as the main factors of occupational stress. Cooper and Marshall (1976)<sup>25</sup> pointed out the major stressors as Factors intrinsic to job, role, career development, relationship with others and organizational structure and climate. According to Landy and Trumbo (1976)<sup>26</sup> job insecurity, excessive competition, harmful working conditions, task demands and long or unusual hours of work are the major elements of occupational stress.

### **3.2.7. Symptoms of Occupational Stress**

Stress results numerous symptoms which vary with individuals, circumstances and severity.

There are biological, psychological and behavioural symptoms of stress experienced by an individual. (Codes, Robbins, Weimen and Parasuram)<sup>27</sup>

#### **1. Biological Symptoms**

A number of biological changes can be happened in human body and can be taken as symptoms of stress. These are; frequent indigestion, diarrhea, absence of appetite, tiredness, headaches (migraines), stomach disorders, high blood pressure, insomnia, frigidity, nail-biting, heartburn, nausea, frequent crying, muscle spasms, higher than usual susceptibility to colds and flu, irritable bowel symptoms, ulcers, , heart attacks, angina, strokes, asthma and skin rashes, feeling restless, feeling uptight, jumpy, back and neck muscle tension, lack of energy, dry mouth, dizziness, loss or increase in appetite and ringing in the ears.

## 2. Psychological Symptoms

Due to excessive level of stress a number of psychological changes may be occurred like boredom, anxiety, depression, misjudging people, negativism, anger, role confusions, inability to make decisions, resignation, feeling of persecution, irritability, apathy, nervousness, worries, irritability, guilt, moodiness, loss of enjoyment of life, loneliness, loss of humour, lack of confidence, isolation, and job dissatisfaction.

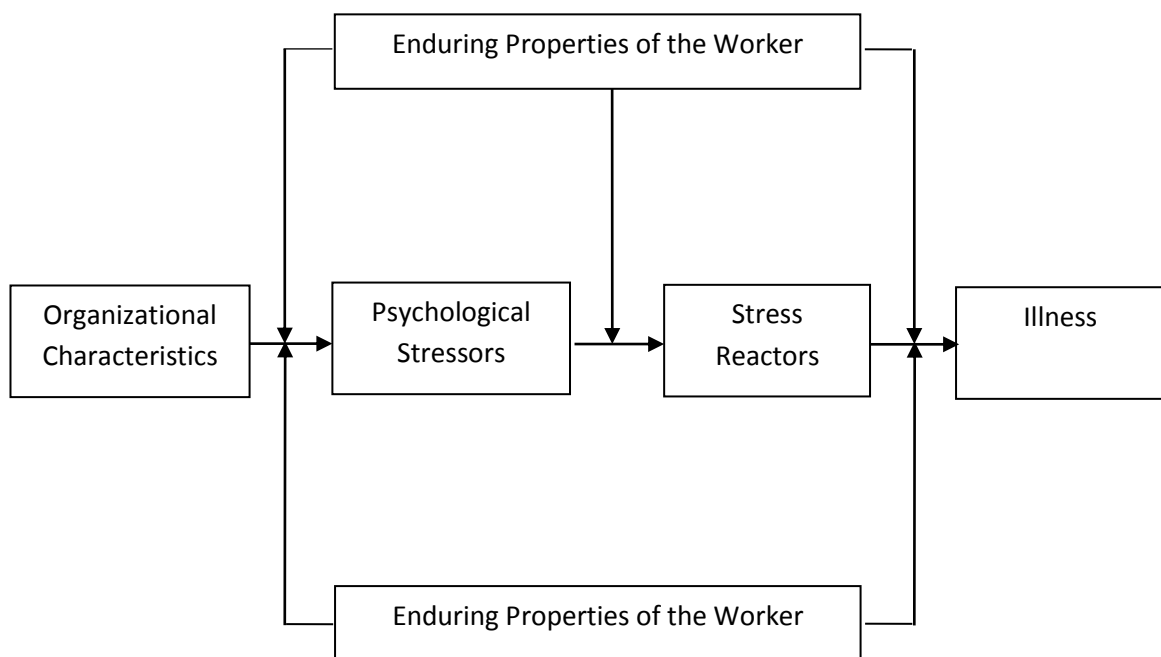
## 3. Behavioural Symptoms

Overstress may cause some behavioral changes among individuals like lack of interest in work and life, feeling of ugliness, feeling of being a failure, difficulty in decision making, feeling of neglect, loss of sense of humor, avoiding difficult situations, dread of the future, recurrent fear of disease, constant irritability with people, feeling of being bad, feeling, impatience, impulsiveness, hyperactivity, short temper, aggressiveness, alcohol abuse, use of drugs, loss of sex drive, and overworking etc. The ten stress indicators can be used to as the initial stress test (Lazarus et al., 1995).<sup>28</sup>These are sleep difficulties, loss of appetite, poor concentration and memory relation, performance dip, in characteristic error, anger or tantrums, anti - social behaviour, emotional outbursts, alcohol or drug abuse and nervous habits. The 16 indicators of stress which have been identified from the previous studies are tabled below.

Alcohol or Drug Abuse	Pimples
Anger or Tantrums	Joint pain
Emotional Outbursts	Allergy
Increased Blood Pressure	Cold
Loss of Appetite	Indigestion
Nervous Habits	Cramps
Performance Dip	General Irritability
Poor Concentration	Pain in Neck and / or Lower Back
Poor Memory Retention	Violent or Antisocial Behaviour
Sleep Difficulties	Headaches
Uncharacteristic Errors	Migraine
Variables	Flu

### 3.2.8. Job Stress as a Process- Michigan Model

The most accepted model of job stress is Michigan Model that replicates four main clusters of variables having casual order. Organizational features like company size, hierarchical structure and job description can lead to stressors, such as role conflict or role overload and ultimately Illness will be the result of these strains. Enduring properties of the individual worker and interpersonal relationships are acted as the moderators and helps to reduce or increase the stress reaction.



**Fig.3.3. Michigan Model**

A similar Model is introduced by Blanc et al. (2000)<sup>29</sup> encompassing several process models of occupational stress used in the arena of occupational stress. It is based on several theoretical models and empirical studies regarding occupational stress. As per this model, diverse categories of job demands (stressors) can result in different categories of stress reaction (strains). Personal and situational resources like coping skills and work place social support act as the moderator of the relation between demands of the job and strains.

### 3.2.9. Stress and Creativity of Job

Studies were steered to examine the occupational stress and also on creativity. But an integrated study occupying the concept of job stress and creativity is rare. Mathew (1985)<sup>30</sup> has done a study to identify the stressors that affects a creative person and enquired the relationship between creativity and stressors. He observed that creativity and innovation is a major concern for organizations and therefore a creative person should be better well-resourced to cope with the stressors affecting his creative activities. He identified the following stressors related with a creative person.

**Table 3.1**  
**Stressors of a Creative Person**

<b>Characteristics of a Creative Person</b>	<b>Categories of stress in the Work Environment</b>
1. Courage and independence	Pressures of conformity
	Interpersonal conflict
	Loneliness
	Social boycott
2. Risk-taking	Uncertainty and ambiguity
	Loneliness
	Exposure to hazards
	Material and psychological losses
3. Persistence and Determination	Interpersonal conflict
	Exposure to hazards
4. Self-sufficiency	Loneliness
5. Inquisitiveness	Result anxiety
	Exposure to hazard
6. Complexity	Goal ambiguity
	task differences
	Emotional stress
	Interpersonal problems
	Boredom with routine
7. Love of leisure and work at own pace	Time pressure

## **3. Work-Life Balance**

### **3.3.1. Introduction**

Work and family are the two major fields in a person's life. Work-life balance is a key facet of the quality of work and life of persons and couples trying to manage several roles. In the present scenario of globalization and economic liberalization together with recession and layoff, two fundamental domains in the lives of an employee is work and personal/family life. Moreover, the present day society throughout the world has viewed dramatic changes in the concepts about work and family life over the past few decades due to the technological developments and enhancements in living conditions. These changes and developments quite often lead to interference, conflict and competing demands between the prospects of the work place and personal needs at home (Lambert *et al.*, 2006)<sup>31</sup>

The term Work-life balance (WLB) was coined in 1986. Work-life balance refers to the policies that strive to achieve greater complementarities and balance between work and home responsibilities. These policies apply to all workers and their presence or absence in an organisation may have an effect on their family and social responsibilities, particularly in judging their own ability to combine both work and family life.

It implies the appropriate arranging between "work" (career and ambition) on one hand and "life" (pleasure, leisure, family and spiritual development) on the other. The word work-life balance is usually used as a more inclusive expression to designate policies that have been previously termed 'family-friendly', but are now extended beyond the scope of the family. Work-life balance refers to the flexible working arrangements that provide a balance between work responsibilities and personal responsibilities. In practice, it involves "adjusting work patterns so that everyone, regardless of age, race or gender can find a rhythm that enables them more easily to combine work and their other responsibilities and aspirations" (Pillinger2001)<sup>32</sup>

Classical definition of Work-Life Balance viewed it as the "absence of conflict" between the work and life domains. The extent to which individuals are



equally engaged in and equally satisfied with work and family roles. (Greenhaus, Collins, & Shaw (2003)<sup>33</sup>. According to Voydanoff's (2005)<sup>34</sup> Work-Life Balance is a global assessment that work resources meet family demands, and family resources meet work demands such that participation is effective in both domains.

Greenhaus et al., (2003)<sup>35</sup> describes Work-Life Balance as the extent to which an individual is equally engaged in and equally satisfied with his or her work and family role. They put forward the essential elements of Work-Life Balance, namely,

- a. Time balance -means time is divided equally between roles
- b. Involvement balance -means the individual has equal psychological involvement in both roles and
- c. Satisfaction balance-means equal satisfaction is gained from both roles

According to M. Noon, and P. Blyton (2007)<sup>36</sup>, Work-life balance (WLB) means the ability of individuals to pursue successfully their work and non-work lives, without undue pressures from one domain undermining the satisfactory experience of the other. F. Moore (2007)<sup>37</sup> defined a good work-life balance as a situation in which workers feel that they are capable of balancing their work and non-work commitments, and, for the most part, do so. Work-life balance policies are often mentioned as 'flexible working', which covers Part-time working, Job sharing, Flexi-time, Term-time working, Shift working, Annualized hours, Compressed hours, Teleworking / e-working, Home working, Career breaks, Study leave, Zero hours contracts and V-Time.

The overall objective of such working time policies is to strike equilibrium between employment and domestic commitments that is reasonable and advantageous to both employer and employee.

Work-life balance is the harmonious blending of the professional and non-professional facets of life that results in advanced expert productivity, improved health and more sustainable living habits. It the interface between paid work and other activities, comprising unpaid work in families and the community, leisure, and individual development. It is taken as making a productive work culture where the

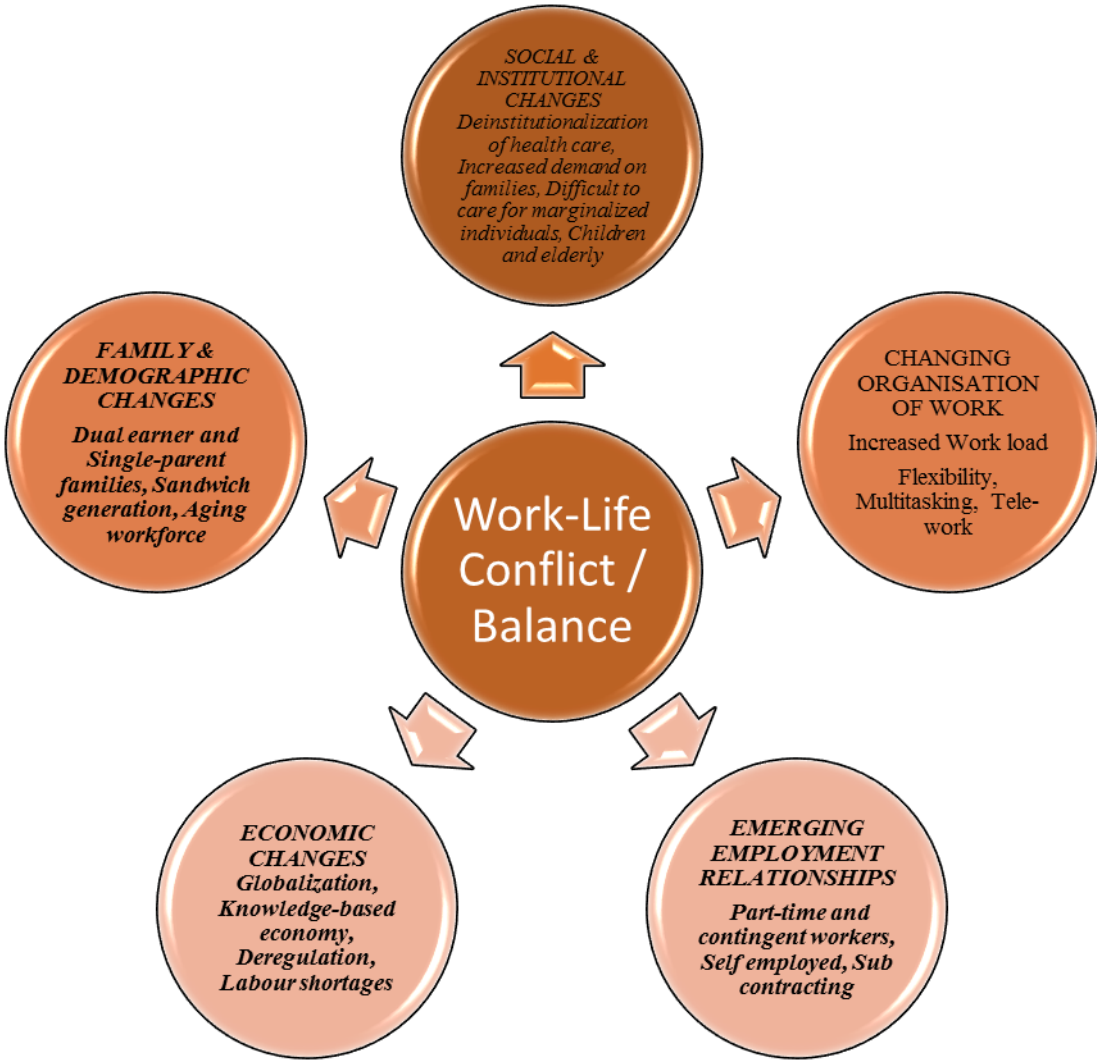
potential for tensions between work and other parts of people's lives is curtailed which is meant for taking suitable service provisions in place, and organizational systems and compassionate management behind them.

Work-life balance for a person is having the 'right' mixture of involvement in paid work and other parts of their lives. This mixture will not remain fixed, but may change over time. As far as an organization is concerned Work-life balance is about assisting employees to sustain healthy, gratifying lifestyles that will in turn lead to enhancements in productivity and performance. Strategies to realize balance will differ between organizations based on their function, the types of work roles they offer, and their workforce profile etc. Work-life balance is an idea that cares the efforts of employees to split their time and energy between work and the other vital aspects of life. Work-life balance is an effort to make time for family, friends, community participation, spirituality, personal growth, self-care, and other personal activities, in addition to the demands of the workplace. Work-life balance is supported by employers who introduce policies, procedures, actions, and expectations that enable employees to easily pursue more balanced lives. A high level of work-life balance lessens the stress of employees. They will experience stress when they spend the majority of their days on work-related activities and feel as if they are neglecting the other vital gears of their lives. Work-life balance is inspiring because most of the workers experience a personal, professional, and monetary need to achieve. Organizations can help the workers to experience work-life balance by proposing opportunities like flexible work schedules, Paid Time Off (PTO) policies, responsible time and communication expectations, and company-sponsored family events and activities.

### **3.3.2. Need/ Importance of Work-Life Balance**

Work-Life Balance has developed as one of the major challenge for HR. A low Work Life Balance is often showed in a variety of physical and psychological strains, such as irritability, depression, anxiety, diminished self-confidence, inability to relax, lack of sleep, burnout, low productivity, high employee turnover, safety hazards, increase in divorce cases, high blood pressure, ulcer, migraine and many

other psychosomatic disorders. Organizations also suffer from poor WLB in the ways as low productivity, high employee turnover, accidents etc. there are also chances for low involvement, serious interpersonal conflict at work, apathetic attitude towards work etc. It will indirectly and negatively affects family dynamics, results in marital discord, divorce, child abuse, and neglect of old parents. All these affect societal functioning and harmony. Work Life Balance is important for individuals as well as organizations in the following ways.



**Fig.3.4. Relevance of WLB**

These factors are explained below.

### **1. Family and Demographic Changes:**

Maintaining work-life balance is a major problem faced by employees today. They have realized that their personal lives have an effect on their work life. Hence they are striving hard to maintain a balance between the two. Making an appropriate schedule for the day, week or the month for dividing time between work and family. Using the allowable 'offs' available at workplace as per prevailing priorities between demands of profession and demands of mind, family and society. Ensuring that his family participates in all social occasions sponsored by the organization, where employee's families are invited to participate. Being in touch with family, even while working, during the day through telephone, email, etc.

### **2. Changing Organization of Work:**

Over the years, there has been a shift in the organizational work culture. Today's work culture provides flexible work hours, focus on results and recognition of achievements. This resulted the workplace even more competitive as employees are always expected to give their best. Employers are looking for more employment flexibility. Changes to the structure of the workforce and to work structures are resulting in greater work-related stress, due to increased workload, non-standard hours and job insecurity. Work-related stress and work-life conflict are an increasing worry for employees and employers who realize growing benefit costs, absenteeism and productivity losses.

### **3. Economic Changes:**

As a result of the globalization, organizations are working 365 days, 24 hours and 7 days a week irrespective of the time zones. Even the technology has supplemented to the speed of work but the workload remains the same.

### **4. Social and Institutional Changes:**

The shift in attitudes, work styles and social cultures has disturbed the work-life balance. Working mothers have major responsibilities of managing both home and workplace. This makes it all the more important to balance work and life.

## **5. Emerging Employment Relationships:**

Now a days everyone acknowledged the need for a healthy relationship between employer and employees. There must be a development in the productive capacity of the employee, High sense of commitment of an employee to the organization's welfare, Development of high level of confidence in an employee, Development of management skills in employees, Policies for retention of skilled workforce.

### **3.3.3. Work –Family Conflict**

Work-family conflict happens when the duties of work and family interfere with one another. Adjusting work demands to family responsibilities has been denoted as accommodation. Individuals, who give the highest priority to family responsibilities, while work and other outside interests remain secondary, are said to be the most accommodative. Those who are the most non accommodative are those whose work and career interests are always a higher priority than family responsibilities.

Jeffrey H. Greenhaus et; al (2002)<sup>38</sup>suggested three elements of work–family balance. They are briefly described as below.

1. Time balance: an equal amount of time devoted to work and family roles.
2. Involvement balance: an equal level of psychological involvement in work and family roles.
3. Satisfaction balance: an equal level of satisfaction with work and family roles.

Each of these component of work–family balance can characterize positive balance or negative balance depending on whether the levels of time, involvement, or satisfaction are equally high or equally low. Work/Life Conflict is categorized in to three namely Time-based, Strain-based and Behavioural-based

## **1. Time-based Conflict**

It is the most predominant type of conflict which occurs in two ways, namely, the quantity of time consumed in one role takes away from the quantity of time available for the other role, and anxiety with one role weakens the capacity to function in the other role, notwithstanding the physical presence of the person. (Bartolome & Evans, 1980). Time-based conflict also replicates the scarcity theory, in that the total volume of time and/or energy available to an individual is fixed and involvement in multiple roles diminishes the total quantity of time and/or energy available to meet all demands, thus generating and strain on the individual (Goode, 1960)<sup>39</sup>. It syndicates the schedule conflict and excessive work time ideas recognized by Pleck, Staines, and Lang (1980)<sup>40</sup> with role overload. It is generally grounded on the number of hours that an individual works per week which include hours working and spent on commuting and work-travel. Overtime and shift work is also a reason for work related time conflict. Family-related time conflict includes the time spent with family distrustful from time that could be consumed at work (Greenhaus & Beutell, 1985)<sup>41</sup>. Time conflict can be related with two theories namely, Theory of Accommodation and Theory of Segmentation. According to the theory of accommodation by Lambert's (1990), by decreasing the quantity of time in one role we can accommodate time demands in other role. (Greenhaus & Singh, (2003)<sup>42</sup>

## **2. Strain-Based Conflict**

When the strain or stressors fingered in one role make it challenging to do other roles is treated as Strain-based conflict. It is grounded in the fatigue and irritability formed from one role disturbing the actions in the other role. Strain-based conflict can be related to Person–Environment (P-E) fit theory. It is built on conflicting role demands, in which fit is described as the match between an individual's knowledge, skills, and abilities and the role he is requested to do. When knowledge, skills, and abilities are not matching with the expectations of the role in work or personal, a misfit grows and which will lead to positive or negative stress. It is positively associated with job ambiguity and negatively associated with leader

support and facilitation. According to Bartolome & Evans (1980)<sup>43</sup> Work-related strain is also associated to work stress or burnout which leads to fatigue or depression in the family role. Family-based strain conflict mainly arises when spousal career and family expectations are conflicting.

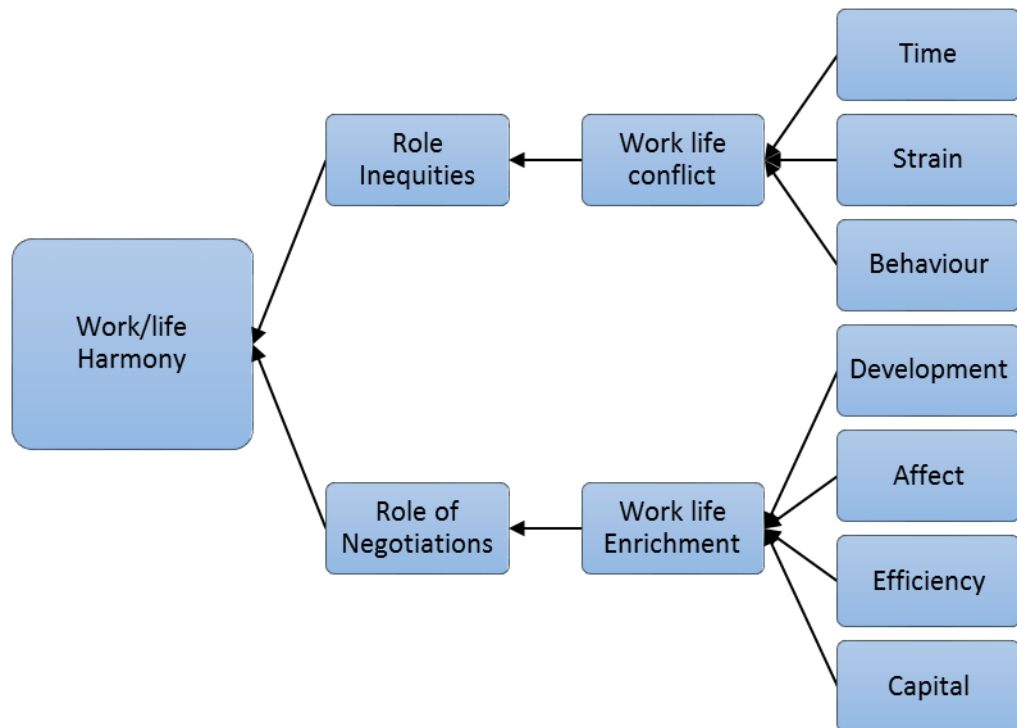
### **3. Behavioural-Based Conflict**

Mismatch between the behaviours essential in one role and the behaviours essential in the other role leads to Behavioural Based Conflict. According to Parasuraman & Greenhaus (1997)<sup>44</sup> behaviours which are likely to expect or appropriate in the family role like expressiveness, emotional sensitivity are seen as unsuitable or dysfunctional when taken in the work role. It is bidirectional in nature in that hostile behaviours that may be required at work are viewed as unsuitable at home (Hammer & Thompson (2003)<sup>45</sup>.

#### **3.3.4. Work and Life Harmony (WLH)**

Work life balance proposes persons are living two lives - one at work and one away from work. But people are not interested to work for five days (or more) and live for two days (or less). Work is just one of many roles people perform in their week. Work life harmony becomes the genuine way to go for employee and employer alike because it identifies the worth of the employee and employer working together to attain their own aims. The WLH concept focuses on energy management rather than time management that is a symphonic mix of events that burn up mental and emotional energy and others that generate new energy. Work life harmony offers the truthful approach for employees and employers alike, with benefits for both.

Work/life harmony is the drive to achieve a sense of fulfilment in balancing work and life responsibilities, replaces self-fulfillment as the pinnacle pyramid. Work life harmony arises when the resources gained through work/life enrichment which is successfully aligned with, and serve to, ameliorate, or alleviate the stressors.



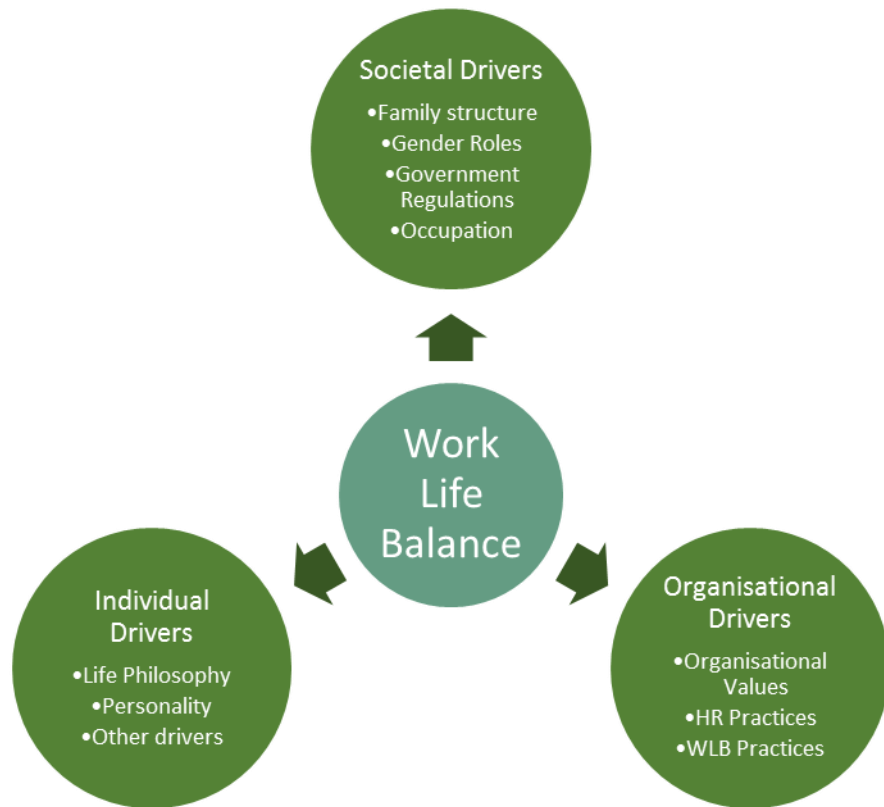
**Fig.3.5. Work Life Harmony**

Rajput Kiransinh Natwarsinh (2014)<sup>46</sup> enlisted the three components of Work-Life Conflicts, namely, Role overload, Work to family interference and Family interferes with work. Conjunction of pressures and situations found both in the work place and in personal life of employees. The mixture of high job pressure and low control on the job causes workers to feel encumbered and it is treated as role overload. When these situations are collective with stressors from the home and family conditions, this will generate work family conflict.

**3.3.5. Drivers of Work-Life Balance:**

There are three categories of drivers which are responsible for work-life balance. They are;





**Fig.3.6. WLB Drivers**

A brief explanation on these factors is given below.

### 1. Societal Drivers

These play a significant role in creating variations in WLB. The industrial and knowledge societies have faced major shifts in societal forms and structures. This shift is a major reason behind conflict between work and life activities. These include:

**(a) Family Structure:** in the past, it was believed that the optimal family functioning occurs when the husband specializes in work, while wife is responsible for daily domestic chores.

**(b) Gender Roles:** The rigidly defined gender roles are redesigned. Due to the recognition of women's high level of education, the necessity of double income and women's increased wish of autonomy and social status, the employment rate of women has increased.

**(c) Government regulations:** Government can play very important role in determining quality of life for its people by promulgating various labour laws. The Government of India has also promulgated laws to facilitate the various aspects of WLB.

**(d) Occupation:** can be a major source of WLB as different occupations vary in their stress levels. For example: the jobs of Police Officer, Doctors, Software Engineers are more stressful and different from that of Teachers, Government officers etc. Thus occupational choice by people entails work-life balance for them.

## **2. Organisational Drivers**

Organisational drivers regulate the behaviour of people, thus creating structures and choices for WLB. Such drivers include:

**(a) Organisational Values:** Employee-oriented organizations that uphold the philosophy that organizational effectiveness will be high if employees' WLB is well achieved follow a host of practices to facilitate WLB.

**(b) HR Practices:** play vital role in promoting WLB practices in an organization. The HR practices are formulated in such a way to reduce role stress faced by the employees due to overload, role ambiguity and role conflict. HR practitioner can reduce this by formulating clear roles and job descriptions.

**(c) WLB practices:** Progressive organizations have developed a variety of WLB practices as Flexi-time, no meetings after core working hours, forced annual leave, maternity and paternity leave, crèche, good food facility, shopping at work, gym, no late sitting culture etc.

## **3. Individual Drivers**

These are major factors of WLB for people which include:

**(a) Life Philosophy:** Every one of us has got life philosophy that affects the WLB.

**(b) Personality:** Certain personality traits as work centrality, Work holism and Type A negatively affect the WLB. Such individuals derive greater satisfaction from their

work and are over committed to their organization than entertainment. In contrast, individuals with high self-efficacy are more comfortable to integrate work and life.

**(c) Other drivers:** includes gender issues- female are better work-life balancer than men. Ages, Number of Children, Marital Status etc., are other drivers which determines the level of work-life balance among the employees.

### **3.3.6. Impact of Work-Life Imbalance**

Many factors determine the nature of balance and its impact on individual and organizational level. An employee must be satisfied with her/his job and feel well inside as well as outside the job in order to be able to harmonize her/his work and personal life. Work- imbalance leads to work family conflict and it is a major concern for individuals and organizations because such conflict leads to negative consequences like increased health risk, decreased productivity, tardiness, absenteeism and reduced satisfaction in both job and life. As regards women, they have to look after the family and it is closely related with her job as a full-time employee and this will certainly affects her full involvement in the job and at home. Work-Life Balance has the following impacts on individual and organizational level.

1. Mental health and well being
2. Life satisfaction
3. Work satisfaction
4. Stress or illness
5. Effects on behaviour at home
6. Effects on performance at work

In a competitive environment, there is a battle of war for talent as it is so scarce to get skilled professionals especially in media sector and the retention of employees is also grave. A Successful work-life balance packages are significant for this. Naithani, P. (2010)<sup>47</sup>enlisted the following benefits on the observance of a worthy work-life programme.

**Table 3.2**  
**Benefits of WLB Programmes**

<b>Qualitative Benefits</b>		<b>Quantitative Benefits</b>
<b>To Employer</b>	<b>To Employee</b>	
Retaining of valued employees	Happier life at work and at home	Cost of absenteeism
Motivated workforce	Enhancement in workplace relations	Cost of diminished productivity
Attracting a wider range of candidates	Improved self-esteem	Cost of staff turnover and recruitment
Reputation of employer of choice	Time for personal and family life	Cost of health insurance premium
Reduced recruitment costs	Greater control of working life	Cost of direct medical claims Cost
Maximized available labor	Better management of home and work	Cost of customer satisfaction
Improved quality of applicants	Supportive workplace that values staff	

Work-life balance has become universal concern to both employers and employees of most organizations in the world. Work-life balance which mainly deals with an employee's capability to appropriately prioritize between work and his or her lifestyle, social life, health, family etc. and it is significantly related with employee productivity, performance and job satisfaction. If there is an appropriate balance between work and life, employees have a tendency to give their best efforts at work, because their family is joyful. Growing attrition rates and cumulative demand for work-life balance have compelled organizations to look beyond the conventional Human Resources practices. Based on these, a wide variety of initiatives such as flexible working hours, alternative work arrangements, leave policies and benefits in lieu of family care responsibilities and employee support programs have become a substantial part of most of the organizations' benefit plans and programs.

**Table 3.3**  
**Common Work- Life Balance Initiatives**

<b>Work-Life Aspects</b>	<b>Organizational Initiatives</b>
Workplace Flexibility	Compressed workweek
	Workplace Flexibility
	Autonomy in Job
	Workplace Flexibility
	Flexible Work Schedules
Health and Wellness	Fitness Program
	Focus on interpersonal treatment
	Short-term and Long-term Disability Program
	Fitness Centers
	Wellness programs
	Organizational Wellness Programs
Caring for Dependents	Child care Programs
	Emergency back-up child-care program
	Eldercare
	Child Care
Culture Change Initiatives	HR Practices
	Relationship with Supervisor
	Retention
Paid and Unpaid Time Off	Work-Life initiatives
	Unscheduled Absence
	Extended Maternity Leave
	Family Time

Source: Report of World at Work Alliance for Work-Life Progress (2015)<sup>48</sup>

## **Section B**

# **Mass Media Sector in India**

### **3.4.1. Introduction**

We are living in an age of information revolution. Information plays a vital role in each and every sphere of our life. Newspapers, radio and television are all well-known resources for getting information. Media is an imperative and inseparable part of a democratic society. It treated as the fourth pillar of democracy. The spirit of the term "fourth estate" is renowned due to the presence of a group of people called 'journalists' and the profession is commonly called as 'journalism'. Journalists are greatly esteemed in the society due to their close affinity with social responsibility. The first Press Commission Report of 1954 says that the duty of regulating the profession is left to the journalists themselves, they would not hesitate in enforcing a code of conduct which would ultimately improve the status of the profession and guarantee that Indian journalism grows along healthy lines.

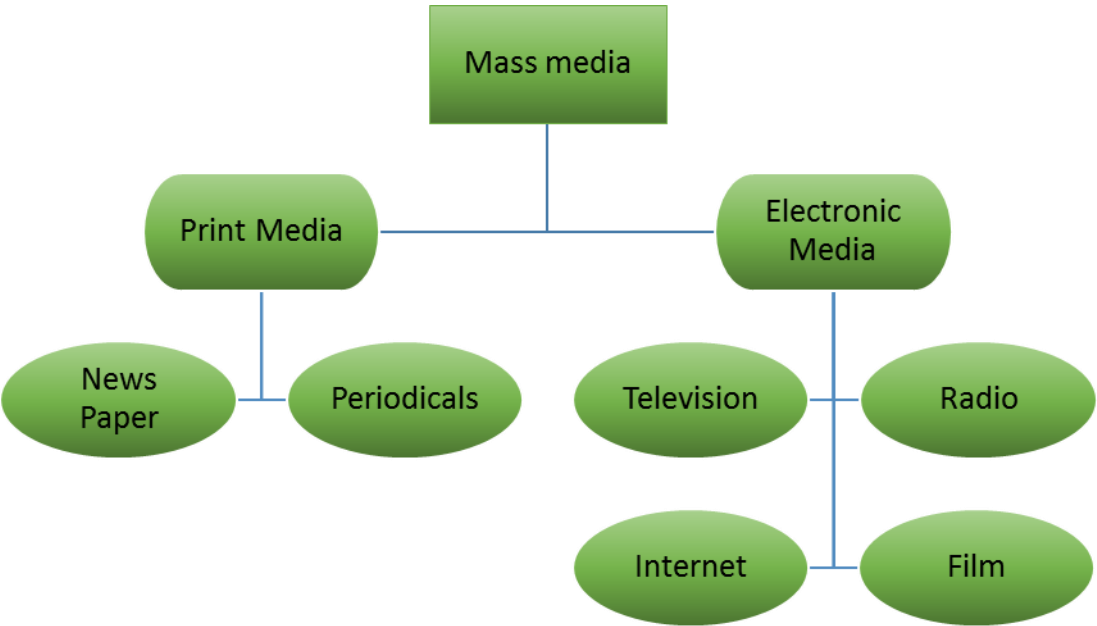
Over the years, a varied variety of media like the print, television, radio and films etc. have been used for communication. Mass Media in a country plays a key role in creating, molding and reflecting the public opinion and modelling political, social and economic development in the country. Knowledge and skills can be imparted and change can be attained in the society by Media. The foremost role of media is to inform the society today is changed and now the key role of media is to inform as well as motivate the society on its routes to development.

### **3.4.2. Mass Media**

The term mass media is explained as a means of communication that functions on a large scale, reaching and involving virtually everyone in the society to a greater or lesser degree. Mass media has been influencing the social, cultural, economic, spiritual, political and religious aspects of society as well as personal level thinking, feeling and acting. Media feed the people with the latest information and create the need for change in contemporary society. The term mass media designates several forms of entertainment; television, films, music, newspaper, magazines, internet, advertising etc. disseminating information.

Mass Media refers to the media used for delivering information, ideas, thoughts and attitudes to a sizeable and diversified audience including newspapers, magazines, radio, television, websites, social media networks etc. It is developed to address an enormously large population by the mediation of print, film, television, radio and internet. It is still evolving especially in the environment of the rapid changes in the digital revolution. Mass media carry out this task of keeping us informed about the latest news in and around the world, entertain, and to pass time and to relax with family and friends. It acts as a great teacher and educator and it helps to reinforce or make stronger our beliefs, attitudes, values and opinions. And finally helps for Socialization where an individual adopts the behaviour, norms and values of a society.

Mass Media has been defined as means of communication designed to reach and influence very large numbers of people (Encyclopedia Britannica, 1980). According to Defleur and Ball Rokeach (1996)<sup>49</sup> Mass communication is a technology which helps a message to be transmitted among a large number of people at the same time. Thus, it includes newspapers, magazines, television, radio, cinema and the internet. It has also to be noted specially that the nature of any society's communication process is necessarily linked to virtually every aspect of the society's daily life.



**Fig.3.7. Classification of Mass media**

Mass media and journalism have aroused into a sturdy force, over the years. Print media was the first stage followed by radio and television and later on internet and websites. In fact in broader sense, media has two different segments. One is print media and the other is electronic media. Electronic media may be more popular than print media, due to its visual power. But, print media has lasting value. Mass media deal with a broader range of information comprising collection, writing, editing, proof reading and publication. By the development of new communication technologies, the power of mass media has grown in stature.

For the development of an information-rich environment as well as an inclusive and effective public-private dialogue, mass media offer unlimited openings. Earlier mass media have been observed as public information dissemination channels, but the modern society view mass media as a channel for a varied and dynamic two-way flow of information which helps business decisions and influence the reform of the environment. It has both positive and negative role in the society. Radio, television, films and the printed word reach all of us in this age of information and each strives to perfect its modes of communications to become more effective as a medium.

### **3.4.3. Print Media**

Print media stand for the paper publications distributed in the form of physical editions of books, magazines, journals and newsletters. Print Media stands the second largest sector in Indian Entertainment and Media Industry. It comprises primarily Newspapers and Magazines. This industry is engaged in the printing and dispensing media through publications such as magazines and newspapers. The development of radio, television and online media have postured threats and challenges to the print media. But they have effectively survived these challenges and threats. In 1766, William Bolts made the first attempt to start a newspaper in Calcutta. James Augustus Hicky brought out the Bengal Gazette on 29th January 1790 in Calcutta and became the first Indian newspaper followed by the Indian Gazette in Nov 1780, the Calcutta Gazette in Feb 1784, Bengal Journal in 1785, and the oriental Magazine in the same year and the Calcutta chronicle in the year 1786.



After 1970 the newspaper in India shows a tremendous growth in number. The revolution of Indian print media has taken place in the last 20 years. The advancement of its role, layout, visual appearance and reading material have made in to flourishing of the print media Industry and resulted this sector challenging and competitive. Print media are always competing with the electronic media, and facing the challenge of evaluating and entertaining the readers.

#### **3.4.4. Types of Print Media**

##### **1. News Paper**

The Press and Registration of Books Act 1867 describes the Newspaper as “any printed periodical work containing public news or comments on public news”. The very beginning of the newspaper industry was traced back to China in 2nd century AD. They were developed the technique to produce newspaper. The Emperor, then promoted newspaper to promote poetry, culture and painting and all these information was summarized in the shape of 'Annals' - a monthly official report .This monthly report became weekly in 1361 AD and became the first ever daily in the world in 1830 AD. This motivated others to start publish their information reports. In 1400 AD, Block printing process was developed in Europe and in 1943 AD, news-sheets were produced in Spain

Newspaper is a package of news, comment, information, and entertainment. Newspapers can be of two types, National newspapers and Local newspapers. National newspapers give the readers serious and comprehensive coverage and analysis of the national and International news for the day with national and International circulation. These are also called National press like Times of India, Indian Express, The Hindu etc. Local newspapers also called local press caters to the needs of the local community covering the issues concerning regional and local people. These are normally published in Regional Languages like Malayalam, Tamil, Kannada etc.

## **2. Magazines**

In Literary sense magazine means 'Storehouse of Information'. The first magazine- 'The Gentleman Magazine' was printed in 1731. A magazine boom happened in India in late 1970s due to the advancements in printing technology and the sale of commercial advertisements. As per the RNI Report (Press in India 2000)<sup>50</sup> the major published Indian newspapers are periodicals. The total number of periodicals increased from 38,607 in 1998 to 41,161 in 1999 which shows 7% increase. Of these, 16,872 are weekly publications, 6,240 were fortnightly and 12,796 were monthly publications. By analyzing the content, 24,245 periodicals were related to news and current affairs and 4,160 were literary and culture magazines. The remaining publications deal with religion, philosophy, commerce, industry, medicine, health, engineering and technology etc.

Magazines are periodicals designed for homogeneous or special interest groups. The launch of 'Indian Today' has stated a magazine booming India in 1980s. There are two categories of magazines namely General interest magazines and special interest magazines. General interest magazines cater to a wide variety of reading interests. Special interest magazines cater to the needs of a specific profession or group of people. Business Today, Femina, Safari, Target etc.

## **3. Journals**

Journals/Activist Journals are bulletins to express the views of some groups such as feminists, environmentalists, political activists etc. There are a number of journals which are started by individual or groups and no adequate data is available about their number and circulation. Content wise analysis is also not made in these types of journals. These journals give opportunity for publishing the ideology or views of the activists, academicians or policymakers and communicate their specialized views and interests to the different sections of the society. They also provides new ideas in academic, research and other fields. The RNI categorized the journals into 21 groups based on its content. The second planning commission report categorized them into ten. They are News and current affairs journal, Opinion journals, Form journals, Economical Financial Journals, Science journals, Literary

cultural journals, Women Journals, Children Journals, Sports Journals and Film Journals. Here the news and current affairs journals form the largest group in India followed by the literary and cultural journals.

#### **4. Other Print Media**

Other print media like books, booklets, Brochures, Pamphlets, periodicals, Folders, wallpapers, publicity and promotional literature are also used as a media for mass information distribution.

##### **a. Newsletters**

The objective of Newsletters is to provide information on a product, service or institution to a definite cluster of audience.

##### **b. Brochures**

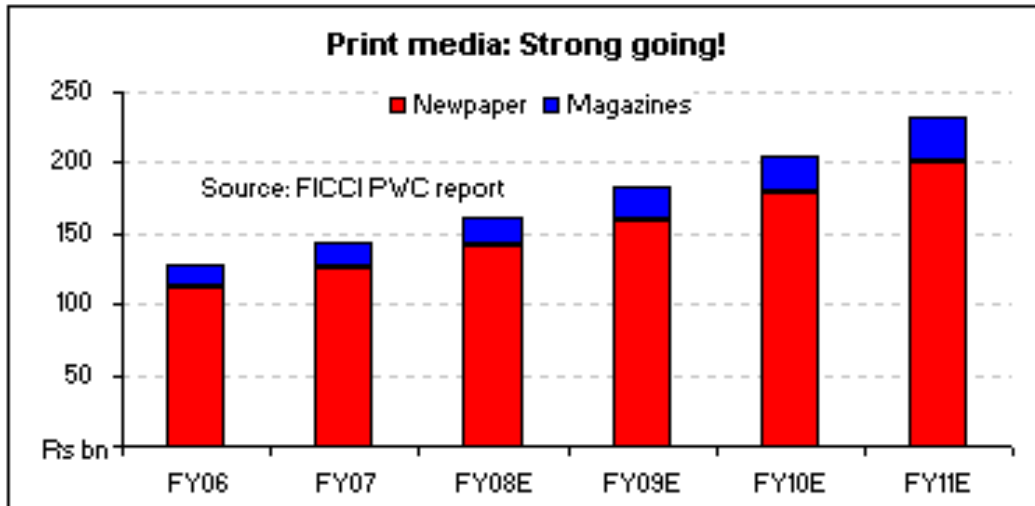
These are detailed description about a product or service, distributed at events or even at the main outlet when a consumer needs to read in detail about the product.

##### **c. Posters**

These are types of outdoor advertising comprising direct mail, flyers, handbills/ leaflets, banner, billboard advertising, press releases etc.

#### **3.4.5. Growth of India Print Media Industry**

The involvement of print Media in disseminating information is remarkable. Newspaper is the media that most of the people use to even though there is an exploration of new technology. Indian print media industry is one of the largest in the world. A flourishing Indian economy, rising need for content and government initiatives that have opened up the sector to foreign investment are driving growth in the print media. Government has allowed 100% FDI in this sector. With the literate population on the rise, more people in rural and urban areas are reading newspapers and magazines today. Also, there is more interest in India amongst the global investor community.



**Figure.3.8. Growth of Print Media Industry**

### 3.4.6. Growth drivers of Print Media Industry

The following factors drive the growth of Indian print media sector.

- **Higher literacy levels:** Currently Indian print media is estimated to reach over 220 Million people, and has immense growth potential since close to 370 Million literate Indians are believed to not be served by any publication.
- **Lower cover prices:** Earlier, due to strong hold over a region, the newspaper had higher cover charges. However, with increasing competition and venture into newer regions the companies have reduced the cover prices to augment more sales
- **Higher ad spends:** Print media accounts for 48% of the total Rs 137.5 Billion advertising in the country.

### 3.4.7. Electronic Media

#### I. Radio

Radio is considered to be one of the most significant means of communication. Millions of people depend on the radio for news and other programmes. The portability and the low price of mass produced radio sets have

contributed to the popularity of this medium. In the year 1895 that Guglielmo Marconi, an Italian invented the radio. It is a powerful communication medium, particularly in India where, in the absence of regular and stable electric supply in rural and far flung areas. People have to depend on radio to meet their needs of information, education and entertainment. Community radio serves to bring small communities together, emphasizes on the common man's concerns and helps in realizing local aspirations. It aims to contribute to the lives of the local community by creation of content by the people and for the people of that community.

It will focus on issues relating to education, health, environment, agriculture, rural and community development. Indian Broadcasting started about 13 years before All India Radio came into existence. The first broadcast was made by the Radio Club of Bombay in June 1923. After five months Calcutta Radio Club was established followed by the Indian Broadcasting Company (IBC) on July 23, 1927. The Indian Broadcasting Service came in operation in April 1930 under the Department of Industries and Labor.

#### **a. All India Radio**

All India Radio is the National Broadcaster as well as the premier Public Service Broadcaster serving with the motto – 'Bahujan Hitaya Bahujan Sukhaya'. Being one of the largest broadcasting organizations in the world, it has 414 radio stations (584 Transmitters) situated across the country, having a reach of around 92% of the country's area and 99.19 % of the total population and broadcasting in 23 languages and 146 dialects.

The Indian State Broadcasting Service became All India Radio On June 8, 1936. All India Radio came under the Department of Communications in August, 1937 and four years later it came under the Department of Information and Broadcasting. At the time of Indian independence we have only six radio stations in India-Delhi, Bombay, Calcutta, Madras, Tiruchirapalli and Lucknow and had a coverage of just 2.5 % of the area and 11% of the population. In the year 1956 All India radio adopted the name AKASHVANI and the VividhBharati Service was launched in the year 1957 for music and entertainment. In the year 1959 a Satellite

Television hosted which later in 1976 separated to form Doordarshan. In 1990 PrasarBharati Bill passed by Parliament and implemented in September 1997. Subsequently the Prasarbharathi Broadcasting Corporation of India with two distinct bodies Akashvani and Doordarshan came in to existence.

Now the All India Radio became one of the largest media organizations in the world. It has broadcast service in 23 languages and 146 dialects. The External Services Division of All India Radio has broadcast in 11 Indian and 16 foreign languages reaching out to more than 100 countries.

**Table 3.4**

**All India Radio Network**

<b>Full-fledged Stations with Studios</b>		<b>218</b>	<b>Number of Transmitters</b>	
Local Radio Stations	86		Medium Wave (MW)	<b>145</b>
Stations with Studios other than LRS	127		Short Wave (SW)	<b>48</b>
Community Radio Stations	5		FM	<b>405</b>
Relay Centers		<b>196</b>	<b>Total Number of Transmitters</b>	<b>598</b>
<b>Total Radio Stations</b>		<b>414</b>	Total Studios	<b>221</b>
Stations having FM Transmitters		<b>378</b>	Regional News Units (RNU)	<b>44</b>

Source: Prasarbharathi

**b. News Service Division of All India Radio**

The News Services Division (NSD) of All India Radio distributes news and comments to listeners in India and abroad. Now it has more 510 bulletins daily about 52 hours in 82 languages/dialects in the Home, Regional and External Services. It has 44 Regional News Units (RNU) functioning in different parts of the country broadcasts 355 daily news bulletins in 67 languages. The News Services Division of All India Radio is headed by a Director General (News) from Indian Information Service (IIS) and Additional Directors General (News), Directors (News) and Joint Directors (News). In each state it has Regional News Units in various States and is headed by a Joint Director or a News Editor or an Assistant

News Editor assisted by Correspondents, Reporters and Newsreaders-cum-Translators.

### **c. The Wave of FM Transmission**

In 1995, AIR decided to open FM stations to private parties. In the year 1999 (Phase1), 21 stations were commissioned across 12 cities including New Delhi, Mumbai, Bangalore, Kolkata, Chennai, Hyderabad, Lucknow and Jaipur. Licenses for Community Radio has also given. Radio Mirchi, the first private FM station launched by The Times Group. India's first Private FM station started its transmission in Bangalore. During the second Phase (2006), 338 frequencies were occupied by radio stations. 280 licenses were given by the government in 85 cities. Phase3 (2010) opened opportunity for open bid for new radio stations, most of which are in smaller towns. At present the FM radio is present in 86 cities with a total number of 242 channels. FM Phase-III Policy spreads FM radio services to about 227 new cities, in addition to the present 86 cities, with a total of 839 new FM radio Channels in 294 cities.

FM radio stations are one of the most widespread entertainment mediums posing millions of Indians. According to media reports, there are 250-300 million radio users today. In the year 2014, the FM radio industry in India grew faster than other traditional media (Print, TV and Outdoors) by clocking a growth of nearly 12% (as per Entertainment Network India Ltd's estimates). As per the study conducted by FICCI-KPMG, revenues in the radio industry are expected to grow at 18.1% CAGR by the year 2018.

**Table 3.5**  
**FM Network in India**

<b>Key FM Radio Stations in India</b>	<b>Key FM Radio Stations in India</b>
All India Radio	Al Islah Radio
Ananthapuri FM	AIR FM Rainbow
AIR FM GOLD	Amurthavarshini
Aamar FM	BIG FM
Chennai Live 104.8 Fm	Club FM
Deccan Radio	Fever 104 FM
Friends FM	GyanVani
Hint FM	Hello FM
IITK Community Radio	MY FM
Radio Choklate	Radio City
Radio DC	Radio Dhamaal
Radio Indigo	Radio Madhuban
Radio Mango	Radio Mantra
Radio Media Village	Radio Mirchi/ENIL
Radio One	Radio Ooo La La
Radio Tarang	Red FM
Oye FM	Salsarani Malayalam
Suryan FM	Vishnu FM
AIR VividhBharati	

Source: I&B Ministry/Media Reports/Companies

#### **d. Community Radio Stations**

Community radio stations had seen a flow in its numbers since 2006. Currently around 170 stations are operating in India with programming concentrating on specific civic issues and agenda. As per the figures of 2014, numbers of applications received were 1615, Grants of Permission of Agreement signed were 211, and Operational radio stations were 179. As per the statements of DAVP, there are 55 community radio stations in the country, empanelled with DAVP on 27/08/2014 including 4 stations in the state of Kerala.



**Table 3.6**  
**Community Radio Stations in India**

Year	No. of Stations
2011	110
2012	126
2013	161
2014	179

Source: TRAI Recommendation Report, 29 August 2014

## **II. Television**

Television has thoughtful influence on our society. It has transformed the life styles of the people and has become a key impact in our culture. Television in India is fast mounting and a main basis of mass enlightenment, leisure and pleasure. A brief description about the history of television in India is given below.

### **1. Doordarshan**

Being the Public service broadcaster of our country, Doordarshan is one of the largest broadcasting establishments in the world in terms of the studios and transmitters. Doordarshan has made an experimental telecast on 15 September 1959 at Delhi. Originally its transmission covered an area of around 40km in and around Delhi with programs of twice a week for one hour. Its regular services with daily News bulletins in Hindi and other entertainment programs started in 1965 as a part of All India Radio. In 1975 Indian broadcasting arrived the satellite arena with Satellite Instructional Television Equipment (SITE) with the support of ATS-6 satellite of USA. Doordarshan has a three layer Programme services namely, National, Regional and local with 67 stations in the country called 'Doordarsan Kendras'. Television services were divided from All India Radio on 1 April 1976. Each office of All India Radio and Doordarshan were positioned under the

administration of two separate Director Generals in New Delhi. Finally, in 1982, Doordarshan as a National Broadcaster came into existence and its Colour Transmission started.

#### **a. DD News**

Being the only terrestrial cum satellite News Channel of the country DD News-India's Public Service Broadcaster News Channel has been effectively squaring its responsibility to give balanced, fair and accurate news without sensationalizing as well as by carrying different shades of opinion. DD-News channel was launched on 3 November 2003 by converting DD-Metro into a 24-hours news channel. It has a terrestrial reach is 49% by population and 25% by area of the country. DD News has over 17 hours of LIVE transmission include telecast of more than 30 news bulletins in Hindi, English, Urdu and Sanskrit languages. It has 14 Regional News Units producing four regional shows in a day which are aired on DD News. DD News has 29 functional Regional News Units / Bureaus which are broadcasting over 100 news bulletins in 22 languages/dialects. In the financial year 2011-12 and 2012-13 three news RNUs i.e. at Panaji, Shillong and Leh were operationalized. RNUs besides producing regional news also cater to DD News in Reporting, Visual feeds & Special Programming

## **2. Private Satellite TV Channels in India**

As per the reports of The Telecom regulatory Authority of India (TRAI), there are 795 Private Satellite TV Channels in our country covering 393 channels dealing with News and Current Affairs and 402 channels dealing with Non-News and Entertainment. Among the total private satellite TV channels, 668 are permitted for uplink from India and also to downlink into India which include 371 News and 297 Non-News channels and 34 TV channels are given Permission to

uplink from India but are not given permission to downlink in India with 6 News and 28 Non-News channels. 93 TV channels (including 16 News and 77 Non-News channels) are granted permission for only downlink into India (uplinked from aboard).

**Table 3.7**

**Private Satellite TV Channels in India (As on 30-04-2014)**

<b>Private Satellite TV Channels</b>	<b>No.</b>
News and Current Affairs Channels	393
Non-News and Entertainment Channels	402
<b>Total</b>	<b>795</b>

Source: [www.mib.nic.in](http://www.mib.nic.in)

Due to the increase in TV channels and the growth in advertisement and circulation incomes, the total revenue of the Indian television industry is increased rapidly. In the year 2011 it was Rs. 34,000 Crore, which shows an increase of 15.7% from 2010.

### **III. Film**

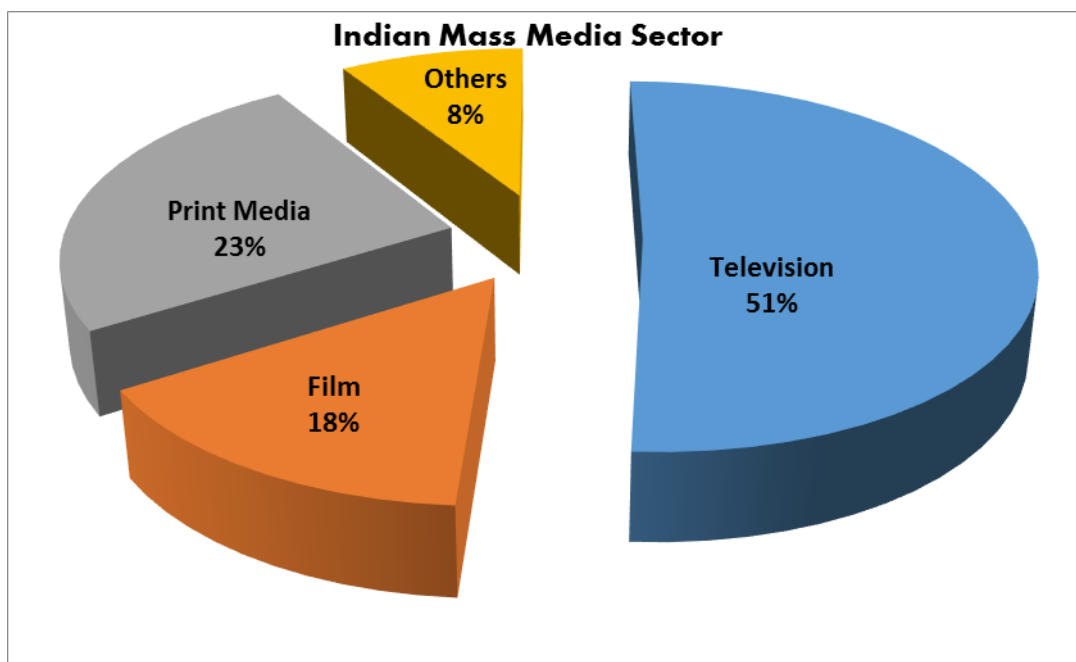
Film, one of the most fascinating medium, invented at the end of 19<sup>th</sup> by Auguste and Louis, better known as Lumiere brothers, on February 13. Cinema was first exhibited in India by the Lumiere brothers on July 7, 1896 at Watson's Hotel in Mumbai. Feature films initiated in India in 1912 when the first film Pundalik was made by R. G. Torney and N. G. Chitre. But it was half British in its make. In 1913 the film Raja Harischandra was made by Dhundiraj Govind Phalke, popularly known as Dadasaheb who laid down the foundation for the Indian film. The age of talkie films began in India in 1931 with the production of the first film Alam Ara was by Ardeshir Irani followed by the first Indian colour film Sohrab Mody's Jhansi Ki Rani (1953). Apart from Hindi, films in large numbers are produced in Telugu, Tamil, Malayalam, Kannada and Bengali languages. For people who make films, the medium provides an opportunity for expression, an opportunity to practise a complex craft as well as a livelihood. It may pursue to educate, persuade and influence and entertain the audience

#### **IV. New media**

The origination of the Internet and the World Wide Web released up several new paths for mass communication which include e-mail, websites, podcasts, e-books, blogging, social networking sites, Internet Protocol Television, Internet radio and the like. These kinds of online and digital means of producing, transmitting and receiving messages are called new media. The World Wide Web emerged as a powerful mass medium in 1990s. Web is the system that allows global linking of information modules in user-determined sequences. New media has been used widely by social movements to educate, organize, share cultural products of movements, and communicate. The new media with technology convergence shifts the model of mass communication, and radically shapes the way we interact and communicate with one another.

##### **3.4.8. Recent Trends Indian mass Media**

Being the largest democracy in the world, India has a powerful presence of Mass media in the country. But recently some hazardous business practices in the field of media have affected the fabric of Indian democracy. Mass media in its diverse forms have influenced social life in the present century. They have basically provided information and entertainment to people across countries. Print media, being the forerunner over a substantial period of time has now got competition from Television, which is redesigning many of the social responses. Radio apart from giving news and views has also advanced a flair for entertainment, thereby getting a lot of acceptance. Internet is also advanced now a days.



**Fig. 3.9. Composition of Indian Media Industry**

The Media and entertainment industry in our country shows a growing trend and it is very close to 13% in the year 2015. As per the report of FICCI-KPMG, this industry covering print, television, radio, outdoor, digital, animation, gaming and music, is estimated to reach Rs.1.16 trillion by the end of 2015. The Report describes 2005 as a turning point for Indian media and entertainment sector. The Indian digital media sector showed a 44.5% growth rate and advertisement revenue of Rs. 4,350 Crore in the year 2014. The Indian television industry showed a growth rate of 13.8% during the year 2014 which is driven by amplified advertising spends by political parties in the general elections and on account of improved marketing budgets of e-commerce corporations. The growth rate of print media sector is 8.3% and 7.9% rise in circulation revenue in 2014 and continued disjointed at the state and regional level. The FICCI KPMG reported that the portion of advertising income for print is larger than that for television. The newspaper sector grows mainly from tier-II and tier-III cities with local language printings beating the national editions and English dailies.

As per the report of World Association of Newspapers and News Publishers -WAN-IFRA (2009), India has developed as the largest newspaper market in the

world with 107 million daily sales, overtaking China. India, China and Japan account for more than 60 per cent of the world's newspaper sales, with United States taking 14%.

### **3.4.9. Growth Statistics**

As per the statistics of the Registrar of Newspapers for India (RNI), there are 99,660 registered publications as on 31<sup>st</sup> March 2014 (in 2012-13 it was 94,067) which includes 13,761 newspapers and 85,899 periodicals. During the year 2013-14 there new 5,642 publications are registered with RNI which shows a 5.95% growth related to previous year. 49 were stopped their publication. The total circulation also increased from 40,50,37,930 copies in 2012-13 to 45,05,86,212 copies in 2013-14.

The more number of publications registered are in Hindi language (40,159) followed by English (13,138). Uttarpradesh has the largest number of registered publications (15,209) followed by Maharashtra (13,375). Ananda Bazar Patrika is having the largest circulation in the country followed by The Times of India. The periodical having the largest circulation is The Sunday Times of India. Among the publishers 811 are come under the category of Big which includes 604 dailies and tri/bi-weeklies, 4,566 are 'Medium' (2,966 dailies and tri/bi-weeklies) and remaining 14,122 are 'Small' publications (3139dailies and tri/bi-weeklies) which is based on the basis of its total circulation. Among the newspapers and periodicals which supplied their circulation data, 4.16 % (811) are in big category, 23.42 % (4,566) are in Medium category and 72.42 % (14,122) are in Small category. The Government is having 43 publications, in which 29 by the Central and 14 by States. The English language weekly 'Employment News' is the largest circulated Central Government publication in India.

#### **a. Dailies**

The total number of dailies published in the year 2013-14 was 13,761 which depicts an increase by 1241 in number or 10.25% from that of 2012-13 which was 12,109. The total circulation of dailies also increased by 17.81%., from 22,43,37,652 copies to 26,42,89,811 copies per day. Altogether there were 25 tri/bi-weeklies now

compared to 36 tri/bi-weeklies in 2012-13. Daily publications were printed in almost all main languages. Hindi dailies were in first position with 5739 publications.

#### **b. Periodicals**

Most of the publications from India are come under the category periodicals. The RNI has a total number of 85,899 periodicals registered with it. Among these 33,170 are weeklies, 30,484 monthlies, 12,168 fortnightlies, 5,790 quarterlies and 767 annuals. A total of 3,520 publications of other periodicities as bi-monthly, tri-monthly, half-yearly etc. Among the most of them are covering mainly News and Current Affairs. Weeklies and monthlies are more popular in number which is around 74.10% of the total.

#### **c. Ownership & Trend of Growth**

As per the statements of RNI, among the 19,499 publications which furnished annual statements 16,737 are owned by Individuals ,1,936 by Joint Stock Companies, 323 by Societies and Associations, 257 by Trusts and 168 by Firms and Partnerships. 43 publications by the Government and 35 by Cooperative Societies, Educational Institutions and others. 67.27 % of the total circulation is gained by the Publications owned by Individuals and the 26.98% by Joint Stock Companies. There are 1874 common ownership units having 6,726 publications with news interest contents during the year. They have a total circulation of 24,03,76,744 copies which is 53.12% of the total circulation.

The number of publications in India shows a growing trend over the years. During the year 2012-13, there were 94,067 registered publications. By adding a new 5,642 publications (49 were stopped their publication) in the year 2013-14, it became a total of 99,660 which shows an increase of 5.95%. The numbers of dailies (with tri/bi-weeklies) are increased by 1250 which is around 9.99% in the year 2013-14. Altogether a growth rate of 5.95% in the total number of publications published in India over the years.

Average circulation of dailies and tri/bi-weeklies increased to 39,526 in the year 2013-14 against 14,496 copies per day during 2013-14. Average circulation of

big newspapers shows a decrease of 5,255 copies during the year 2013-14 and small newspapers 5,125 copies compared to the previous year. As regards the medium newspaper, there is an increase of 329 during 2013-14.

There is a marginal increase in the average circulation of dailies and tri/bi-weeklies of 662 copies and periodicals of 410 copies per day.

#### **d. TV Channels**

Today television industry is one of the most profitable industries in the country generating annual revenues of Rs. 265.5 in 2009 which is almost half (46 percent) of the Indian entertainment and media market, which is the fourth largest in the world.

The total TV advertising market is estimated to have grown at 14 per cent in 2014 to INR155 billion, higher than the 12 per cent projected in our report last year. The television industry in India is estimated at INR475 billion in 2014, and is expected to grow at a CAGR of 15.5 per cent to reach INR975 billion in 2019. Subscription revenue growth at an annualized growth rate of 16 per cent is expected to outpace the advertising revenue annualized revenue growth of 14 per cent, on account of improving monetization due to digitization. With 168 million TV households, India is the world's second largest television market after China but remains highly unstructured

In 2015, advertising across media by e-commerce companies is expected to grow by 40 per cent, backed by huge foreign investments, as they continue to their customer acquisition spree.<sup>38</sup> In 2015, automobile, BFSI (Banking, Financial Services and Insurance) and mobile handset businesses are expected to perform better than in previous years and therefore increase ad spends on TV. The Cricket World Cup is also expected to prop up TV ad spends, contributing INR12 to 15 billion in TV advertising.<sup>39</sup> Compared to 2014, there will be much lesser political advertising, but the two assembly elections in key states of Delhi and Bihar will help.



By the year 1941, India had only 4,000 newspapers and magazines in 17 languages. The first Press Commission reported that at the end of 1952, there were 330 daily newspapers, 1,189 weeklies and 1,733 periodicals in India. As on 31st March 2006, there were 62,483 registered publications with all periodicities with the Registrar of Newspapers for India (RNI), as against 60,413 at the end of March 2005. As per the statements the ministry Information and Broadcasting there are more than 74,000 registered publications in the year 2011 registered with the Registrar of Newspapers for India (RNI). Now it has reached to 99,660. The revenue of the Indian E&M industry comprising advertisement and subscription revenue grew from Rs. 68,500 Crore in 2010 to Rs. 80,500 Crore in 2011, an overall growth of 17.52%. This is expected to grow to Rs. 1,76,400 Crore by 2016. The size of various segments of the E &M industry and their respective growth patterns are shown below.

**Table 3.8**  
**Media Segment Revenue Contribution**

Sl. No.	Media Type	Revenue (Rupees in Crores)				
		2010	2011	Growth	2016(projected)	CAGR (2012-16)
1	Television	29,400	34,000	15.70%	67,400	14.70%
2	Print	17,800	19,000	7.20%	29,600	9.20%
3	Radio	1,300	1,400	10.80%	3,000	16.70%
4	Others	20,000	26,100	30.50%	76,400	22.52%
<b>Total</b>		<b>68,500</b>	<b>80,500</b>	<b>17.52%</b>	<b>1,76,400</b>	<b>17.00%</b>

Source: CII PwC-India Entertainment and Media Outlook 2012

Diagrammatic representation of the growth of media sector in India is given below.



**Fig.3.10. Growth of Indian Media Industry**

### 3.4.10. Mass Media in Kerala-Milestones

The history of journalism in Kerala traced back to more than 100 years ago. Missionaries were the pioneers in the field and were with the motive of promulgating religion. *Rajyasamacharam*, the first newspaper of Kerala was started from from Illikunnu-Thalassery by the Christian missionaries of Basel Mission in June 1847. Dr. Herman Gundart was the inspiring soul behind the German Based Mission Society. Later the newspaper *Paschimodayam* was started from Thalassery in October 1847 and in 1848 November another newspaper called *Njananikshepam* was started from Kottayam. Another publication named *Nasrani Deepika* came out from Mannanam- Kottayam on 15 April 1887 and it became a daily in the year 1927 and renamed as *Deepika* in 1938. In the year 1867 two newspapers were printed from the C.M.S. Press, Kottayam namely, *Santishtavadi* and the *Travancore Herald*.

In 1876 a Malayalam newspaper named *Satyanadakahalam* published as fortnightly from Kunammavu. *Keralapatrika*, in 1884 was the first newspaper in Malayalam in the Malabar district. *Kerala Sanchari*, the *Malayalam* periodical under the editorship of Vengayil Kunhiraman Nayanar started from Kozhikode in the year 1886 and later merged with *Mitavadi* published from Thalassery. In 1886 *Malayali* started publishing from Thiruvananthapuram and *Deepika*, the second oldest newspaper in Malayalam was launched from Kottayam in 1887 under the

banner *Nasrani Deepika*. From Kottayam. The *Malayala Manorama* started publication in 1890, initially as a weekly and later converted as daily in 1928. *Bhashaposhini* was started in the year 1897 and The *Swadeshbhimani* in 1905 under the editorship of Ramakrishna. *Mitavadi* published from Thalassery in 1907 was a great remark in the history of the press in Kerala. *Kerala Kaumudi*, one of the leading newspapers of Kerala started its publication in 1911 from Mayyanad under the supervision of C.V. Kunhuraman. T.K.Madhavan started *Desabhimani* in 1915 and Sohodaran Ayyappan started the newspaper *Sohodaran* from Cherayi in 1917. The *Samadarshi* commenced publication from Thiruvananthapuram in 1918 and *Kesari* by Balakrishna Pillai.

The *Malayalarajyam* made a successful entry into Malayalam journalism in 1929, featuring in its columns API and Reuter communications and news pictures fed by foreign photo agencies. As part of nationalist and independence movements, Mathrubhumi newspaper as tri-weekly begun from Kozhikode on 18 March 1923 by K. P. Kesava Menon and converted as daily in 6 April 1930. The Kozhikode-based paper, the *Al-ameen* started publication in 1924 and began issuing as a daily in 1930. The *Prabhatham* started publication from Shoranur with E.M.S. Namboodiripad as its editor.

The *Deenabandu* commenced publication as a weekly in 1941 from Thrissur. *Deshabhimani* started as the mouthpiece of the Communist Party of India in the year 1942 from Kozhikode and became a daily newspaper in 1946. The newspaper *Madhyamam* started publishing in 1987 from Calicut. The *Lokamanyan* (from Thrissur) the *Swarad* (from Kollam), the *Yuvabharatham* (from Palakkad), the *Kerala Kesari* (from Thrissur) and the *Bhajebharatham* are some of the publications and these could not survive due to financial problems and in some cases following subjugation by the authorities.

### **3.4.11. TV Scenario in Kerala**

DD Malayalam is the first Malayalam language channel in Kerala operated by the Doordarshan Kendra Thiruvananthapuram, a unit of the DD India which was inaugurated on 1<sup>st</sup> January 1985 and started the satellite broadcasting in 1994. It has over 35 Terrestrial Transmitters and 3 production centers for serving Kerala, Lakshadweep and Mahi areas. With 27 transmitters in Kerala, 7 in Lakshadweep and one in Mahi, it covers more than 90 per cent of the population of Kerala, Lakshadweep and Mahi. Doordarshan studios have been established at Thiruvananthapuram, Thrissur and Calicut to foster regional diversity. The Doordarsan broadcasts entertainment programs, news and current affairs, social programs, films, educational programs, etc.

By bringing a tough competition in the Malayalam Television industry, the first private Television channel is launched by Asianet in the year 1993. With the huge amount of investment the private channels excels in telecasting compared to Doordarsan. Surya TV, the third Malayalam channel came in the year 1998 under the ownership of Sun Network. Today Kerala has 42 Malayalam Satellite TV channels comprising 15 channels dealing with news and 27 channels dealing with non-news, general entertainment, education, Travel and spiritual programs. (Source: Compiled Statistics of I&PRD and Labour Commission)

### **3.4.12. Radio in Kerala**

The first Radio station in the state of Kerala was set up during colonial rule at Thiruvananthapuram, on 30th September 1937 by the His Highness the Maharaja. The Travancore State Broadcasting Station was inaugurated by the His Highness Sri Chithira Thirunal Balarama Varma on 12th March 1943. Initially two hours broadcasting on Friday evenings were aired by the station and later it increased to Four day broadcast per week. After Independence the Travancore Broadcasting Station was merged with All India Radio Network from 1st April 1950 and started transmission under the umbrella of Akashvani. All India Radio has 12 stations (Transmitters) all over Kerala which include 4 Medium Wave (MW) channels, one Short Wave (SW) channel and 7 FM Channels. These stations broadcast and relay programmes for Women, Youth and Child, Health and Sanitation, Educational, Farm and Home, Rural Development, entertainment and cultural programmes. News

based programmes and News Bulletins are also transmitting between the normal transmission hours from 05.55 a.m. to 11.05 p.m.

#### **3.4.13. FM Transmission**

FM waves in Malayalam radio broadcast came with the programs of All India Radio's Kochi FM station which paved a new audio culture in Malayalam rightly merging information and entertainment. AIR has its FM stations located at Trivandrum, Thrissur, Kochi, Calicut, Manjeri and Kannur. FM is opened for private sector in the year 2007 when Radio Mango 91.9, the first private FM radio station in Kerala came on air 24 hours a day with effect from 29<sup>th</sup> November, 2007. It is owned by the Malayala Manorama and operating in the major cities in Kerala. Club FM broadcasting on 94.3 Megahertz owned by the Mathrubhumi Printing And Publishing Co Ltd also commenced its operation in the same year. The government has given a signal to the takeoff of 17 new FM radio stations in Kerala. Four more FM stations namely, Radio Mirchi, Asianet Best FM, Big FM and Sun's RED started transmission of airwaves in Kerala. Radio Alkali, the first Community radio in the state, started narrowcasting from Trivandrum on 1 May 2006. Internet Radio stations are also playing a major contribution in the Radio entertainment sector of Kerala. Even though the Government of India granted permission to broadcast news bulletins, in a restrictive way, it is not enacted effectively.

#### **3.4.14. Regional News Units (RNU) of AIR**

There are two Regional News Units (RNUs) in Kerala located at Trivandrum and Kozhikode. The news bulletins and programs of these units are coordinated by Heads of respective RNU. Presently RNU of Trivandrum have two permanent News Editors, One News Correspondent and two News Readers appointed by the central government. There is a permanent News Editor and a News Correspondent with two News Readers in the RNU of Calicut. Beside this another regular Correspondent stationed at AIR Kochi. The News Editors and News Correspondents are the employees of Indian Information Service and the News Readers are appointed by the Prasarbharathi itself. In nutshell, at present only these 10 employees are in AIR News Units as regular journalists. Beside Stenographers and News Room Assistants, all other employees in journalistic cadre of AIR News Units are now appointed on contract basis including 11 Part Time Correspondents spread across different

districts and Casual News Editors (CNE), Casual News Readers cum Translators (CNRT) and Data Entry Operators (DEO) working in these two regional News Units.

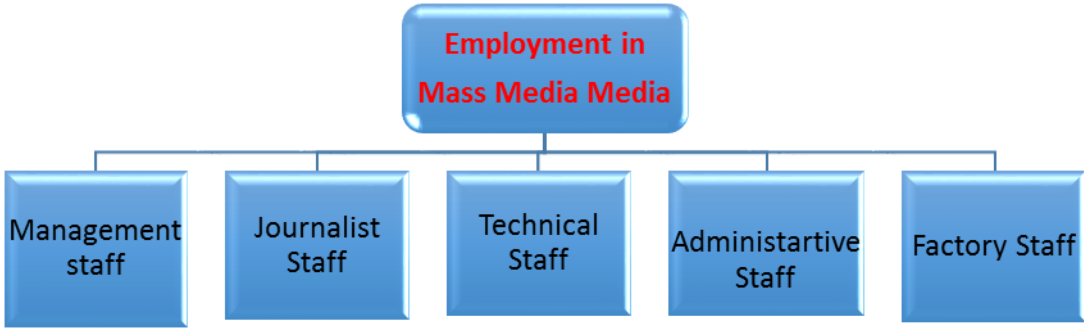
### **3.4.15. Employment Opportunities in Media Sector**

The Indian media sector is one of the fastest growing industries in the country. The notable growth of the television news industry encouraged global and national corporations, regional real estate firms and political parties to make investments in media sector. Before 1990s there were a limited opportunities for journalists in this sector. But after a boom of satellite television in the early 1990s, the demand for journalistic talents enhanced.

As the Mass media sector in India is a very glowing and versatile industry, the scope of a career in this field is gigantic and varied. These career opportunities offer gifted future and also provide massive creative satisfaction. Major part of media organizations in India are operating in the private sector. The government owned media organizations offers jobs in All India Radio, Doordarshan, Prasarbharathi, Press information Bureau (PIB), Press Council of India (PCI), Song and Drama Division, Film Division, National Film Archive of India, etc. Private media organizations provide job opportunities in Newspapers, Magazines, Other Periodicals, Television Channels, FM Radios, News Agencies, Online News, Advertising agencies etc. India has a boundless scope for the development of mass media industry. The access of print and electronic media by the large population points the tremendous growth opportunities in media jobs in India. Indian dailies has a daily circulation of 13 crore copies, consisting of 200 big dailies. A total of 5,000 reporters, 2,000 fulltime correspondents, 5,000 Stringers and 5,000 editorial staff are working in the major 350 newspapers.

All India Radio has around 24,000 employees including 4,500 in news production. Doordarshan has 19,000 employees of which about 4,000 are in production and news. The advertising industry in India is worth Rs.7,000 crores a year. Around 55 per cent of advertisement is devoted to the print media. Journalism is one of the most glamorous and imperative professions in the world. The duty of media persons is to inform the public through various media forms which are often called as news media. Journalists throughout his job, gather, write and edit material

for news stories of local national and international news. Another group of them edits the news stories. Employees in this sector consist of four major cadre namely, Management Staff, Journalist Staff, Technical Staff, Administrative Staff, and Factory Staff.



**Fig.3.11. Employment Opportunities in Mass Media Sector**

Major positions in the Print as well as Electronic media organizations which are exclusively deals with journalism are Editorial Director, Editor, Chief of News Bureau, Executive Editor, Resident Editor, Sports Editors, News Photographer, Cameraman, News Readers, Principal Correspondent, Reporter, Broadcast Journalist, Correspondent, Columnist, Proof Reader, Commentator, Liner, Producers, News Presenters, Designers, Podcasters, Photo and Video Journalists etc. The name/designation may change from organization to organization but the nature of job remains the same.

**3.4.16. Legal Provisions for the Protection of Employees in Mass Media Sector**

Working in media continuously poses threat for the job as any time the jobs of the journalists may face risk and offers no way to safeguard their jobs. The fear of insecurity among journalists has led the best brains looking for other jobs. This has resulted in very less experienced and not well educated in their professions. Job security is a concern and worry among journalist about the job of media. During the recession era in the year 2008, media was one of the most affected professions. Several media employees were dismissed out of their jobs and some of them are still

hoping and trying to obtain their jobs and striving outside the media organizations. They were forced to search for other jobs such as banking or else stay back home.

Simon & Joel (2004)<sup>51</sup> examined the risk faced by journalists during their work at fields. The study reported that several journalists were killed worldwide as a direct result of their work in 2003. As per the Committee to Protect Journalists (CPJ), during the second Iraq War in 2003, 57 journalists have been killed there, a body count rapidly approaching the number that was lost in the Vietnam War. In 2002, it was 19 journalists. The main reason for this mortality was Iraq war. War and other conflicts were not the extreme threats to journalists in much of the rest of the world. Nearly all the journalists killed outside Iraq were purposely battered, as a direct punishment for their critical reporting. Some economic considerations deviating the press from ethics. The journalists are forced to deviate from these ethical principles and practices as a results of the compulsion from superiors.

A number of labour legislations have been passed in India to deal with "employment and non-employment" wages, working conditions, industrial relations, social security and welfare of persons employed in industries. It is considered as an arm of the State for the regulation of working and living conditions of workers. These regulations are essential for the health, safety, and welfare of workers, to protect workers against unfair terms as individual worker is economically weak and has little bargaining power, to inspire and facilitate the workers in the organization, to solve industrial disputes, to implement social insurance and labour welfare schemes. They are also helpful for the preservation of good employer-employee relations.

Labour Law also known as Employment Law is the body of laws, administrative rulings, and precedents which address the legal rights of, and restrictions on, working people and their organizations. It facilitates many aspects of the connection between trade unions, employers and employees. It describes the rights and obligations as workers, union members and employers in the workplace. Usually Employment law includes Industrial relations, certification of unions, labour-management relations, cooperative bargaining and unfair labour practices, Workplace health and safety, Employment standards, including general holidays, annual leave, working hours, unfair dismissals, minimum wage, layoff procedures



and severance pay. There are a number of labor legislations were passed providing a healthier, safer and more pleasant environment for employees working in the mass media sector in India and enlightening their productivity. They are listed below.

**Table 3.9**  
**Labour Legislations in India**

<b>Labour Legislations</b>	<b>Labour Legislations</b>
The Trade Unions Act, 1926	The Personal Injuries (Compensation Insurance) Act, 1963
The Trade Unions (Amendments) Act, 2001	The Personal Injuries (Emergency) Provisions Act, 1962
The Industrial Employment (Standing Orders) Act, 1946	The Contract Labour (Regulation & Abolition) Act, 1970
The Industrial Employment (Standing Orders) Rules, 1946	The Contract Labour Regulation Rules
The Industrial Disputes Act, 1947	The Apprentices Act, 1961
Employees liability act 1938	The Apprentices Rule, 1992
The Maternity Benefit Act, 1961	The Payment of Wages Act, 1936
The Factories Act, 1948	The Payment of Wages Rules, 1937
The Employees' Compensation Act, 1923	The Payment of Wages (Amendment) Act, 2005
The Employees' Compensation (Amendments) Act, 2000	The Minimum Wages Act, 1948
The Employees' State Insurance Act, 1948	The Minimum Wages (Central) Rules, 1950
The Employees' Provident Fund & Miscellaneous Provisions Act, 1952	The Working Journalist (Fixation of Rates of Wages) Act, 1958
The Employees' Provident Fund & Miscellaneous Provisions (Amendment) Act, 1996	Working Journalist (Conditions of service) and Miscellaneous Provisions Rules, 1957
The Payment of Gratuity Act, 1972	Working Journalist (Conditions of service) and Miscellaneous Provisions Act, 1955
The Payment of Gratuity Rules	Payment of Bonus Act Notification
The Payment of Bonus Act, 1965	Majithia Wage Board Notification
The Payment of Bonus Rules, 1975	

### **3.4.17. Wage Boards for Working Journalists**

It is the general notion that when democracy falls under evil influence, the fourth estate proves to be the savior undertaking social auditing. Hence the architects of constitution call the media as fourth estate. They lay stress on the necessity of harmonious and healthy relationship between newspaper owners and their employees. The 'Free Press' is the blood vessels of the nation. With this firm conviction the architects of constitution passed the Working Journalists Act in Parliament in 1955. Labour enactments were emerging in the 1950s and 60s, without adequate unionization or with trade unions without acceptable negotiating power, Government constituted various Wage Boards. In every five years the wage board will be reconstituted. The Wage Boards are multilateral in which representatives of workers, employers and independent members participate and finalize the recommendations. The members to the wages board will be chosen with the consent of the both parties amicably. Wage Boards for journalists and non-journalists newspaper and news-agency employees, are statutory Wage Board. But all other Wage Boards are non-statutory in nature and were not enforced under the law. The board recommends for the following,

1. They have to study the standard of living existing in the country.
2. The income of the media owners can be ascertained.
3. The difference of opinion between the owners and employees on the pay structure may be brought to the negotiation table,
4. Pave the way for meaningful and constructive dialogues.
5. Avoid confrontation.

The Working Journalists and other Newspaper Employees (Conditions of Service) and Miscellaneous Provisions Act, 1955 gives regulation of conditions of service of working journalists and non-journalists newspaper employees. The Section 9 and 13 C of the Act, offer for the constitution of two Wage Boards for fixing or revising rates of wages in respect of working journalists and non-journalists newspaper employees, respectively. Therefore the Central Government constituted Wage Boards. From 1955 onwards there were six Wage Boards have

been established for working journalists and four for non-journalist employees for fixing and revising the rates of wages.

1. Divatia Wage Board (02.05.1956)
2. Shinde Wage Board (12.11.1963)
3. Palekar Wage Board (1.06.1975/06.02.1976)
4. Bachawat Wage Board (17.07.1985)
5. Manisana Wage Board (09.09.1994)
6. Narayana Kurup Wage Board - Majithia Wage Board (24.05.2007)

### **3.4.18. Constitution of Justice Majithia Wage Boards**

As per the provisions of the Working Journalists and Other Newspaper Employees (Conditions of Service) and Miscellaneous Provisions Act, 1955, the Government of India constituted two Wage Boards on 24.05.2007, one for the Working Journalists and the other for Non-Journalist Newspaper Employees with Dr. Justice Narayana Kurup as the chairman and other six members. Three years duration was given to the board for submission of the report. Dr. Justice Narayana Kurup resigned and subsequently Justice Gurbax Rai Majithia, a retired judge of the High Court of Mumbai was appointed as the common Chairman of the two Wage Boards for Working Journalists and other Newspaper Employees 04.03.2009 onwards. Justice Majithia tabled his report on 31<sup>st</sup> Dec., 2010.

The Government of India acknowledged the commendations of the Majithia Wage Boards and the Labour and Employment Ministry notified vide S.O. No. 2532(E) dated 11/11/2011 the recommendations of the Justice G.R. Majithia Wage Boards for the journalists and other employees of the newspapers/news agencies and uploaded in the Ministry's web-site and in public domain. It came in to effective on July 1, 2010. The revised wages, Dearness Allowance and variable pay, will be applicable to over 40,000 journalists and other employees from July 1, 2010, and the increased allowances like - House Rent, Travel, Medical, Hardship and Leave Travel will be applicable from November 11, 2011. The notification is issued subject to the final verdict of the Supreme Court, which is hearing into the petitions

filed by some of the newspaper managements challenging the recommendations of the wage boards.

Petitions have been filed by the newspaper organizations challenging the constitutional validity of the Working Journalists and Newspaper Employees Act. Supreme Court supports constitutional validity of the Working Journalists and Newspaper Employees Act and Majithia Wage Boards established under the law. It ordered the newspaper organisations to pay wages as per recommendations of the Majithia Wage Boards from April 1, 2014. Arrears would be payable in four installments from November 11, 2011, the date of notification of the Awards.

As per the Report, newspaper establishments have been classified into six groups and news agencies into four categories based on gross revenues. Suggested pay scales have been categorized into six for jobs in each class of establishment. Pay scales have been calculated by adding old basic pay and DA admissible up to June 2010 plus 30 per cent of interim relief. The reviewed pay would have an element of 'variable' pay at the rate of 35% for employees working in first top four classes of institutions and 20% for other four classes of institutions. It will be added in the revised basic pay for the computation of all allowances.

The monthly benefits for the lowest category of employee in the lowest class of institutions would be computed as Rs 9,000 for the basic pay at floor level minimum wage of Rs 5,000. The revised basic pay would, however, range from Rs 9,000 to Rs 17,500 for non-journalists and from Rs 13,000 to Rs 25,000 for working journalists in the top institution which have gross revenues of more than Rs 1,000 crore. As regards to social security, paternity leave to male workers, retirement age of 65 years, and pension schemes have been recommended going outside the mandated wage structure revision. The wage board also suggested for the night shift allowance, hard ship allowance; transport allowance and House Rent allowance etc. Contractual employees are to be offered at least the same salary for the same work, which is performed by the regular employee. It has suggested that a permanent tribunal be set up to adjudicate on complaints regarding non-implementation or circumvention of the award. The Board recommended for 100% neutralization of

increase in the cost of living index in Dearness Allowance and it is to be revised twice a year.

### **3.4.19. Trade and Professional Bodies in Mass Media Sector**

There were controversies regarding the formation of trade Unions among journalists. The first press communications in 1954 in its report stated that "Journalism is a creative art, proficiency in which is not to be measured by the quantitative output but qualitatively by the intellectual excellence of the performance, such a profession, of essentially brain workers, does not lend itself to the organized as a trade Union, without causing grievous harm to the whole conception of the proper outlook of a true journalist". The commission's own view was that though working journalists should organize themselves on trade Union lines, they should keep away from any political bodies or movements in the country, as a development of this type would be inconsistent with the objectivity in the matter of reporting or editing which is a pre-requisite for every genuine journalist.

The major trade and professional bodies working in this sector are enlisted below.

1. All India Newspaper Editors Conference(AINEC)
2. Editors Guild
3. Indian Federation of Working Journalists (IFWJ)
4. Indian Journalists Union (IJU)
5. Journalist Association of India (JAI)
6. Journalists Federation of India (JFOI)
7. The National Union of Journalists (NUJ)
8. The Journalists federation of India (JFI)

There are two associations of journalists are operating in the State of Kerala, namely;

1. The Kerala Union of Working Journalists (KUWJ) and
2. The Kerala Journalists Union (KJU).

They were created in to resolve the issues concerning journalists' profession. These Associations were independent of political and religious affiliations. Besides these bodies several organisational level journalists unions were also functioning in the State. Now the two major charter of demand raised by the unions are **a)**. Get the wages prescribed by the Wage Board and **b)**.Stop contract appointments.

After examining the theoretical framework of the topic, the work attempts to fulfil the objectives of the study. The first objective of the study is to examine the factors contributing and the level of Quality of Work Life among the employees in the mass media sector. That has been attempted in the next chapter.

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## Chapter 4

### Quality of Work Life in Mass Media Sector

In the previous chapter a theoretical review of the concepts of Quality of Work Life, Work Life Balance and Occupational Stress have been narrated. In addition to this an overview of the Mass Media Sector in India is attempted. Among the various aspects of discussion, the concept of QWL is the first and prime item to be discussed. Therefore, the present chapter is devoted to discuss the area of Quality of Work Life.

The main objectives of this chapter are to review the level of Quality of Work Life among the Employees of Mass media in Kerala and to explore the Key Factors contributing to the Quality of Work Life. In order to fulfill these objectives, Media wise, Sector wise, Designation Wise, Permanency of Job wise and Demographic characteristic wise analysis have been done based on the selected variables. The mathematical and statistical tools like Mean, Standard Deviation, Percentages, ANOVA, t-test and Correlation Analysis have been employed for the analysis of the data collected from the total sample size of 350 journalists in the state of Kerala.

#### 4.1. Profile of the Sample Respondents

Before examining the variables affecting the QWL, it is highly relevant to have a brief discussion on the profile of the selected journalists that has been done below.

**Table 4.1**  
**Profile of the Respondents**

SL No.	Demographic Variables	Frequency	Percentage
<b>1.</b>	<b>Gender</b>		
	Male	238	68
	Female	112	32
	Total	350	100
<b>2.</b>	<b>Marital Status</b>		
	Single	134	38
	Married	216	62
	Total	350	100
<b>3.</b>	<b>Family Type</b>		

	Joint Family	125	36
	Nuclear Family	225	64
	Total	350	100
<b>4.</b>	<b>Experience</b>		
	No Experience	12	03
	Up to 1 Year	35	10
	1-5 Years	131	37
	6-10 Years	104	30
	Above 10 Years	68	20
	Total	350	100
<b>5.</b>	<b>Age</b>		
	Up to 30 years	167	48
	31-40 years	126	36
	41-50 years	36	10
	51 and above	21	6
	Total	350	100
<b>6.</b>	<b>Educational Qualifications</b>		
	Diploma in Journalism	59	17
	Degree/PG in Journalism	96	27
	Other Qualification	195	56
	Total	350	100
<b>7.</b>	<b>Monthly Salary</b>		
	Up to Rs.10,000	99	28
	Rs.10,001-20,000	136	38
	Rs.20,001-30,000	68	20
	Rs.30,001-40,000	27	8
	Rs.40,001-50,000	5	2
	Above Rs.50,000	15	4
	Total	350	100
<b>8.</b>	<b>Type of Media</b>		
	TV	153	44
	Radio	36	10
	News Paper	161	46
	Total	350	100
<b>9.</b>	<b>Media Sector</b>		
	Public Sector	74	21
	Private Sector	276	79
	Total	350	100
<b>10.</b>	<b>Designation</b>		
	Editor	142	40.6
	Reporter	144	41
	Cameraman/Photographer	64	18
	Total	350	100
<b>11.</b>	<b>Permanency of Job</b>		
	Permanent	141	40
	On Probation	38	11
	On Contract	171	49
	Total	350	100

From the above table, it is observed that the majorities (68%) of respondents are male and 32 % of respondents are female. The married journalists constitute 62% and journalists of single status are 38%. As far as the Family Type is concerned 64% respondents are in Nuclear Family whereas 36% of respondents belong to Joint Family. Around 37% of the respondents are having 1-5 years of work experience in the media sector, 30% have 6-10 years of experience and 20% of them have above 10 years of working experience. It is seen that the 48% of the respondents is in the age group of 30 or less than 30 years of age and 36% of respondents are in the age group of 31-40.

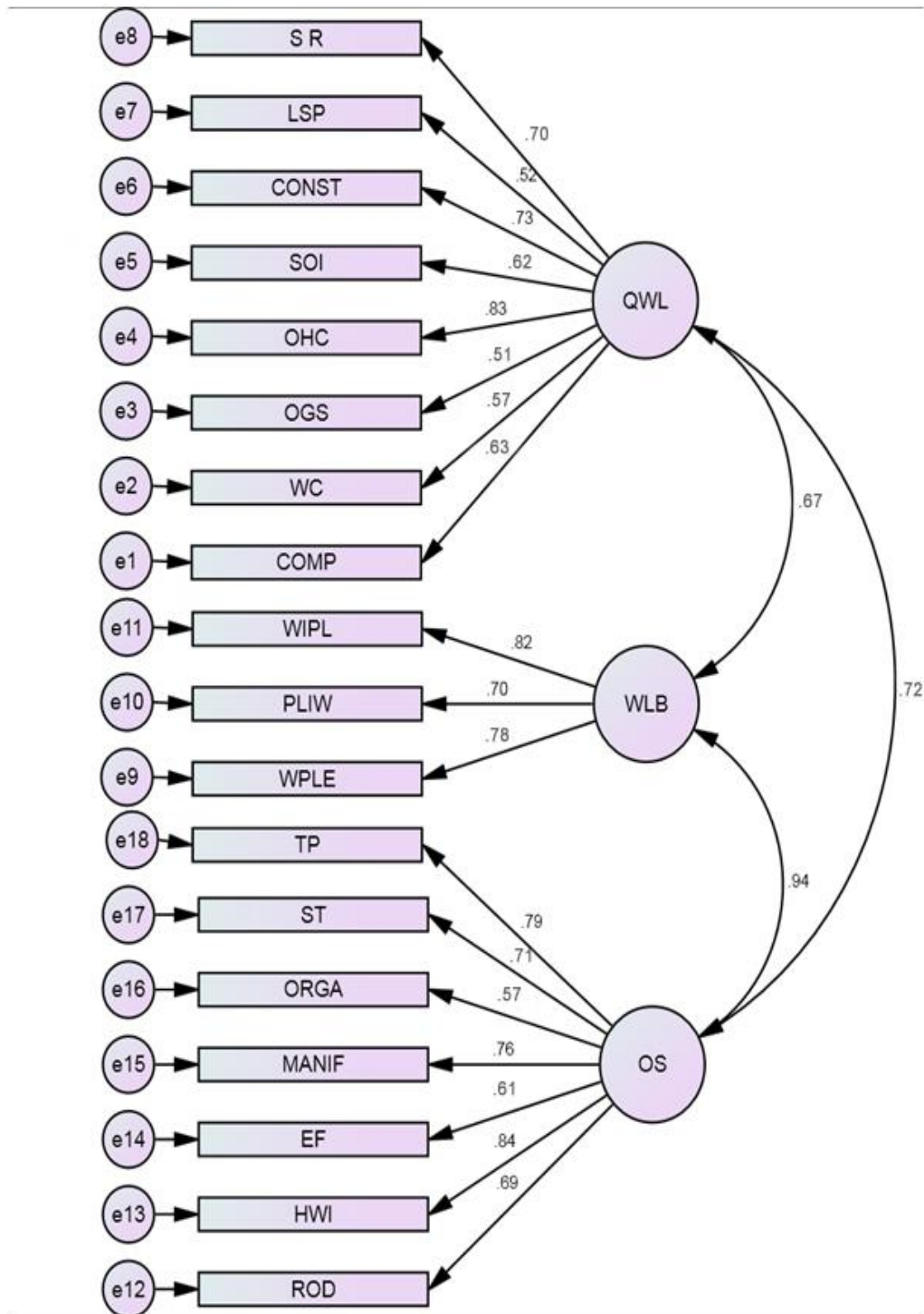
About 56% of respondents are with Non-Journalism qualifications, 27% are qualified Degree or PG in Journalism. The remaining 17 % of respondents are with the qualification of Diploma in Journalism. Salary statistics revealed that 38 % of respondents are drawing salary of Rs.10,001-20,000 per month,28% of respondents are drawing salary up to Rs.10,000, 20% of respondents are drawing salary between Rs.20,001-30,000 and the remaining respondents are in higher scales.

Among the selected journalists, 46% belongs to Newspaper Organisations and 44% from TV channels and the remaining 10% are working in Radio Stations. 79% of the respondents are from private sector and 21% are from public sector media organisations. Around 40.6% of the respondents are in Editorial posts, 41% are Reporters and 18% are Camerapersons. Among the respondents, 49% are working on contract and 40% are permanent employees. The remaining 11% are probationary journalists.

#### **4.2. Confirmatory Factor Analysis (CFA)**

Measurement model of QWL, OS and WLB scales were tested by a Confirmatory Factor Analysis (CFA) by using Amos. This CFA model is designed to test the relationships among the Overall QWL, Occupational Stress and WLB. Reliability of the scales cast-off for the study was confirmed by using the values of Cronbach's alpha which were found to be significant. The QWL Scale is developed with the help of the eight dimensions of QWL propounded by Richard Walton (1973) and various contemporary research findings. The WLB scale is modelled by the scale proposed by Haymen (2005), consisting of three major dimensions and 15 items. The OS scale was developed by employing a qualitative approach to explore

the major stressors in mass media sector by applying Constant Comparison Method. Confirmatory Factor Analysis (CFA) has been performed to confirm the three factor structure of the measurement Scale.



**Fig.4.1. Confirmatory Factor Analysis**

The structural Equation Modelling using Amos produces several indices of fit like Measure of Absolute Fit, Comparative Fit and Parsimonious fit etc. Here the most commonly used indices are reported and are cited below.

**Table 4.2**  
**Confirmatory Factor Analysis - Model Fit Statistics**

<b>SL. No</b>	<b>Model Fit Indices</b>	<b>Values</b>	<b>Values of Good Fit</b>
	<b>Indices of Common Fit</b>		
1	Chi-square Value- $\chi^2$	465.337 ( $p=0.211$ )	$p>.05$
2	Chi-square/Degrees of Freedom Ratio- $\chi^2/df$	2.7871	1-4
3	Goodness-of-Fit Index-GFI	0.914	$>.90$
4	RMSEA (Root Mean Square Error of Approximation)	0.012	$<0.05$
5	RMR (Root Mean Square Residual)	0.40	$<0.5$
	<b>Indices of Relative Fit</b>		
6	AGFI (Adjusted Goodness -of-Fit Index)	0.836	$>.90$
7	RFI (Relative Fit Index)	0.782	$>.90$
8	NFI (Normal Fit Index)	0.812	$>.90$
9	CFI (Comparative Fit Index)	0.867	$>.90$
10	IFI (Incremental Fit Index)	0.811	$>.90$
11	TLI	0.917	$>.90$
	<b>Indices of Parsimonious Fit</b>		
12	PNFI (Parsimonious Normed Fit Index)	0.645	$>.50$
13	PGFI (Parsimonious Goodness-of-Fit Index)	0.669	$>.50$

Source: Output of Amos.

The fit of the measurement model for the study has been validated through the fit indices achieved from the output of the AMOS like the Goodness-of-Fit Index (GFI) and the Root-Mean-Square Error of Approximation (RMSEA). Furthermore,



the Normed Fit Index (NFI), the Comparative Fit Index (CFI), and the Incremental Fit Index (IFI) were utilized. In general, models with fit indices greater than .90 and an RMSEA less than .08 indicate a close fit between the model and the data (Browne & Cudeck (1993). The developed Measurement Scale was supported by the results of the CFA. All the fit indices are satisfactory and suitable for the scale and thus the CFA confirms the structure of the Measurement Scale.

The chi-square value should not be significant (p value should be  $> 0.05$ ) and it is actually a badness of fit index in that a results of significance means the given model's covariance structure is significantly different from the observed covariance matrix. In this scale the value of chi-square is 465.337 ( $p=0.211$ ) and is found insignificant. Low chi-square values indicate that the proposed model fits the sample data. However, the chi-square measure is heavily influenced by sample size (Byrne 2001). A chi-square value cannot be the solo determinant in the model fit. An alternative index that avoids the problem from the chi-square measure Chi-square/Degrees of Freedom Ratio- $\chi^2/DF$ . Its value between 2 and 5 indicate a good fit to the data.

The GFI indicates the overall fit of the model. The GFI ranges from 0 to 1 with values exceeding 0.9 indicating a good fit to the sample data. The GFI is 0.914 here and gave a conclusion of good fit. RMSEA is the discrepancy per degree of freedom (Byrne 2001; Hair et al 1998). The RMSEA values less than 0.05 is acceptable. The present structure produces a RMSEA of 0.012, indicates better fit. An RMR value (0.40) less than 0.05 indicates a good fit.

Adjusted Goodness of Fit (AGFI) is differentiated from regular goodness of fit in that it adjusts for degrees of freedom in the particular model. The range for AGFI is also 0 to 1, with close or equal or with larger than 0.9 indicating a good fit or value between 0.7 and 0.8 indicate an adequate fit. The AGFI value of 0.836 confirms the model fit. Comparative Fit Index (CFI) refers to a situation where two or more models are compared to see which one provides the best fit to the data. The CFI value (0.867) ranges from 0 to 1 with values approaching 1 indicating a better

fit. The NFI with value 0.812, RFI (0.782), IFI (0.811) and TLI with value of 0.917 are found good fit as their values are approaching to 1.

Parsimonious fit is about finding a balance between adding more parameters to give a better fit and shearing these parameters for better statistical validity. Parsimonious Normed Fit Index and PGFI (Parsimonious Goodness-of-Fit Index) have ranges 0 to 1, with results greater than 0.05 or higher indicating adequate fit. The PNFI with value of 0.645 and PGFI with value of 0.669 shows adequate fit.

### **4.3. Variables Used for the Analysis**

In order to fulfill the objectives the following variables of QWL have been identified and analysed. The Dependent Variables (DVs) and Independent Variables (IVs) selected based on the eight-pointed criteria of Richard Walton are given below.

**Table 4.3**  
**List of Variables for QWL Analysis**

No.	DVs	IVs
DV1	Adequate and Fair Compensation	IV1. Proportionate with Qualification
		IV2. Regularity in Payment
		IV3. Welfare Schemes
		IV4. Promptness in Pay
		IV5. Par with Experience
DV2	Safe and Healthy Working Conditions	IV6. Neatness
		IV7. Fatigue
		IV8. Time for Sleep
		IV9. Safety & Protection
DV3	Opportunity for Growth & Security	IV10. Promotion
		IV11. Job Security
		IV12. Training
		IV13. Equipment
DV4	Opportunity to Use & Develop Human Capacity	IV14. Database for work
		IV15. Work Freedom
		IV16. Work Pressure
		IV17. Feedback
DV5	Social integration in the work organisation	IV18. Appreciation
		IV19. Problem Solving
		IV20. Team work
		IV21. Communication
DV6	Constitutionalism	IV22. Recognition
		IV23. Grievance handling
		IV24. Equity
DV7	Work & Total Life Space	IV25. Employee-Employer Relation
		IV26. Flexi Schedules
		IV27. Rest & relaxation
		IV28. Paid Holidays
DV8	Social Relevance of Work	IV29. Motivation
		IV30. Social Prestige
		IV31. Social Involvement
		IV32. Social Contacts
		IV33. Media Ethics

#### **4.4. Results of the Analysis and Discussion**

The results of the analysis based on the above mentioned variables are explained in the following pages.

##### **4.4.1. Adequate and Fair Compensation**

This is one of the most important factors influencing the Quality of Work life. It denotes to a fair and reasonable balance between work and reward. Compensation and Reward system plays vital role in organizations as it will have a positive impact on the efficiency and results of the employees. It will inspire the workers to do better and achieve the standard performance and helps to advance the morale, efficiency and cooperation and job satisfaction among the workers. An efficient Compensation system will help the organization in complying with the various Labour Acts and avoids the disputes between the employee union and organizations. Compensation includes wages, salaries and all other fringe benefits and social welfare programmes. Generally it covers Monthly wages and salaries including various allowances, bonus and other benefits like paid holiday leave, travel concession, contribution towards insurance premium, retirement benefits like Provident Funds and transportation and medical amenities.

The most significant part of compensation is wages and salaries. Adequate compensation should be such one which helps the employee in maintaining a socially desirable standard of living and should be comparable to the pay for similar work elsewhere. It should be regular, prompt and fair with regard to employee's education, experience and cost of living. The attributes of Proportionate with Qualification, Regularity in Payment, Welfare Schemes, Promptness in Pay and Par with Experience have been taken for finding out the total score of compensation. The response of the sample journalists regarding this variable is presented below.

**Table 4.4****Media Wise Classification of Journalists showing response on Compensation**

Type of media	N	Mean	Std. Deviation
TV	153	9.6928	2.61393
Radio	36	9.1389	1.80717
News Paper	161	9.2671	2.27145
Total	350	9.4400	2.39163

Source: Primary Data.

**Table 4.5****Result of One Way ANOVA on Media Wise Analysis of Compensation**

	Sum of Squares	DF	Mean Square	F Value	P Value
Between Groups	17.857	2	8.928	1.566	.210
Within Groups	1978.383	347	5.701		
Total	1996.240	349			

The mean score obtained in the analysis of the relationship of Compensation with the journalists of different media type indicated that everyone is not gratified with the present salary they are getting. The mean score for TV Channels is 9.6928 ( $\sigma = 2.61393$ ), Radio station is 9.1389 ( $\sigma = 1.80717$ ) and Newspaper organizations is 9.2671 ( $\sigma = 2.27145$ ) which are come under the category of 'Low'.

The results of ANOVA show that there is no significant difference among the journalists in various media organizations with regard to the compensation packages. All the respondents opined that they are not rewarding at par with their work experience and qualifications. Most of the journalists employed on contract in the private sector and public sector are not having any welfare schemes. There are problems of irregularity in compensation. In private media organizations employees feel that they are not rewarding properly according to their talent and work and a fair revision of salary is also not taking place. It can be concluded that only a few media organizations in Kerala are following a compensation package as per statutes like

Wage Board Notifications, Minimum Wages Act etc. It is noted that permanent employees in AIR and DD news units are getting salary package as per the norms including the welfare schemes provided by the central government.

The results of sector wise analysis of the opinion of journalists about compensation in media are given below.

**Table 4.6**

**Sector Wise Classification of Journalists showing response on Compensation**

<b>Media Sector</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Public Sector	74	10.8378	2.48848
Private Sector	276	9.0652	2.22451

Source: Primary Data

**Table 4.7**

**Result of t test on response on Compensation**

	<b>Levene's Test for Equality of Variances</b>		<b>t-test for Equality of Means</b>		
	<b>F</b>	<b>Sig.</b>	<b>T</b>	<b>DF</b>	<b>Sig. (2-tailed)</b>
Equal variances assumed	.001	.975	5.933	348	.000
Equal variances not assumed			5.561	106.336	.000

The result of the t test shows that there is significant difference among the journalists of public sector media and private sector media regarding compensation. The P value (0.000) is found less than 0.05 and the null hypothesis is rejected. Journalists of public media organisations shows a comparatively high score (10.8378) than that of private media organisations (9.0652) implying that public sector has a satisfactory compensation package than private sector. The designation wise analysis on compensation is explained below.

**Table 4.8**  
**Designation Wise Analysis of Compensation**

<b>Designation</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Editor	142	9.1268	2.32733
Reporter	144	9.6806	2.62493
Camerapersons	64	9.5938	1.88325
Total	350	9.4400	2.39163

Source: Primary Data

**Table 4.9**  
**ANOVA- Designation Wise response on Compensation**

	<b>Sum of Squares</b>	<b>DF</b>	<b>Mean Square</b>	<b>F Value</b>	<b>P Value</b>
Between Groups	23.779	2	11.889	2.092	.125
Within Groups	1972.461	347	5.684		
Total	1996.240	349			

The mean score found in the analysis of the relationship of Compensation with the different groups of journalists uncovered that they are not comfortable with the present salary package. The mean score for Editors is 9.1268 ( $\sigma = 2.32733$ ), Reporters is 9.6806 ( $\sigma = 2.62493$ ) and Cameraperson is 9.5938 ( $\sigma = 1.88325$ ) which are come under the category of 'Low'. Every journalist irrespective of the designation is opined that they are not rewarding in par with their work experience and qualifications. The results of ANOVA made a substance to this conclusion that there is no significant difference among the Editors, Reporters and Camerapersons in various media organizations with regard to the compensation dimension.

The permanency of job wise analysis on the above variable is described below.

**Table 4.10****Permanency Wise Classification of Journalists showing response on Compensation**

<b>Permanency in Job</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Permanent	141	9.2979	2.09334
On Probation	38	8.6842	2.71239
On Contract	171	9.7251	2.51125
Total	350	9.4400	2.39163

**Table 4.11****ANOVA on Permanency Wise analysis of Compensation**

	<b>Sum of Squares</b>	<b>DF</b>	<b>Mean Square</b>	<b>F Value</b>	<b>P Value</b>
Between Groups	38.458	2	19.229	3.408	.034*
Within Groups	1957.782	347	5.642		
Total	1996.240	349			

\*Significant @ 0.05 level

The mean score obtained in the analysis of the relationship of Compensation with the journalists categorized on the basis of permanency in job naked that everyone is not comfortable with the present compensation package in mass media sector. The mean score for permanent journalists is 9.2979 ( $\sigma = 2.09334$ ), Journalists on contract is 9.7251 ( $\sigma = 2.51125$ ) and journalists on probation period is 8.6842 ( $\sigma = 2.71239$ ).

The results of ANOVA made a substance to this finding that there is significant difference among the journalists of permanent, contract and probationary status in various media organizations with regard to the compensation packages. The permanent and journalists on contract rated it as 'Low' but the journalists on probation viewed it as 'Very Low' implying that the journalists in mass media sector is not at all satisfied with the present compensation scheme and among them, the probationary journalists are getting a very low rate of salary without any other emoluments.



**Table 4.12**

**Experience Wise Classification of Journalists showing response on Compensation**

<b>Experience</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
No Experience	12	8.3333	3.14305
Up to 1 year	35	8.8000	2.09762
Above 1-5	131	9.4046	2.12233
6-10	104	9.3462	2.51894
Above 10 years	68	10.1765	2.53890
Total	350	9.4400	2.39163

Source: Primary Data

**Table 4.13**

**ANOVA on Experience Wise analysis of Compensation**

	<b>Sum of Squares</b>	<b>DF</b>	<b>Mean Square</b>	<b>F Value</b>	<b>P Value</b>
Between Groups	66.995	4	16.749	2.995	.019*
Within Groups	1929.245	345	5.592		
Total	1996.240	349			

\*Significant at 0.05 level

Table 4.13 gives the result of ANOVA on experience and compensation. The P value (0.019) is less than 0.05 and the null hypothesis is rejected meaning that there is significant difference among the journalists categorized on the basis of experience with regard to compensation.

The score obtained are presented in the Table.4.12. Freshers and Journalists having up to 1 year experience scored a mean of 8.3333 (with  $\sigma$  3.14305) and 8.8000 (with  $\sigma$  2.09762) respectively which is in 'Very Low' category and at the same time journalists having experience ranging from above 1 year and 5 years and experience of 6 to 10 years scored 9.4046 (with  $\sigma$  2.12233) and 9.3462 (with  $\sigma$  2.51894) implying that these category of journalists rated compensation as 'Low'.

Experience above 10 years scored a mean value of 10.1765 (with  $\sigma$  2.53890) which is also come under the category of ‘Low’.

The result of the analysis gives a summary that journalists without experience and up to one year experience gets only a very low level of compensation and those having above 1 years and up to 10 years opined that they gets a low level compensation. At the same time journalists having above 10 years of experience gets comparatively a high amount of compensation than others.

### **Experience and Compensation in Mass Media Sector**

In order to check whether there is any significant association between experience of the journalists and view on compensation, a chi-square test is applied and the frequency with percentage and the chi-square values are given in the following tables.

**Table 4.14**  
**Experience and Compensation-Cross Tabulation**

<b>Experience</b>	<b>Compensation</b>					<b>Total</b>
	<b>Very Low</b>	<b>Low</b>	<b>Moderate</b>	<b>High</b>	<b>Very High</b>	
No Experience	3 (25%)	5 (41%)	2 (17%)	2 (17%)	0 (0%)	12 (100%)
Up to 1 Year	15 (43%)	8 (23%)	7 (20%)	3 (8%)	2 (6%)	35 (100%)
1-5 Years	62 (48%)	56 (43%)	7 (5%)	4 (3%)	2 (1%)	131 (100%)
6-10 Years	52 (50%)	40 (38%)	6 (6%)	4 (4%)	2 (2%)	104 (100%)
Above 10 Years	26 (38%)	26 (38%)	11 (29%)	3 (4%)	2 (3%)	68 (100%)
<b>Total</b>	<b>158</b>	<b>136</b>	<b>33</b>	<b>14</b>	<b>09</b>	<b>350</b>

Source: Primary Data

From the above analysis it will be very clear that 41% of the journalists having no experience is come under the category of low compensation and 25% is under ‘Very low’. Majority (43%) of the Journalists having at least one year

experience believe that they are having a ‘very low’ compensation package. With regards to the journalists of 1-5 years of experience, most of them (48%) are fall under ‘Very low’ category and around 43% are in ‘Low’ category. 50% of the journalists having 6-10 years of experience in media sector opined that they are getting a ‘very low’ salary and 38% opined a ‘low’ salary. Employees with experience more than 10 years also viewed that they are getting a low/very low level of compensation which is not in conformity with their experience.

**Table 4.15**  
**Experience and Compensation -Chi-Square Test**

<b>Factor</b>	<b>X<sup>2</sup> Value</b>	<b>DF</b>	<b>Asymp. Sig. (2-sided)</b>	<b>Remarks</b>
Experience	25.224	08	.001	Significant

The Chi-Square test of independence resulted a X<sup>2</sup> Value of 25.224 and a P value of 0. 001. The null hypothesis of no association is rejected here and thus it can be rightly said that there is significant association between experience and the compensation as rated by the journalists in Kerala.

#### **4.4.2. Working Conditions**

For a better QWL, the work environment should be free from hazards or other factors harmful to health and safety of the employees. Working conditions will have a significant association with the productivity of the employees. A better working condition ensures strong improvement of job satisfaction and productivity. Working conditions standards are fixed by the Indian Factories Act of 1948 and the Shop’s and Establishment Acts. An ideal working conditions covers reduced working hour, safety measures , canteen facilities, leave facilities, sanitation, cleanliness, lighting, drinking water and rest rooms, lighting, ventilation, temperature, humidity, layout of machines, noise free, First aid / medical facilities, etc. An employee spends normally eight hours per day at the place of work. In the mass media sector it may be more than eight hours. So they must be equipped with

such type of facilities which will maintain his health and keep him interested in his work. A healthy employee is an asset to the organisation. . A good working condition will ensure sturdy enhancement of job satisfaction and productivity. This prevents diseases and ill health and to enable each employee to remain a productive and happy individual for the longest period. For assessing the working conditions in media sector, the aspects of Neatness, Fatigue, Time for Sleep and Safety & Protection in the working environment are taken. The responses of the respondents are analyzed below.

**Table 4.16**  
**Media Wise Classification of**  
**Journalists showing response on working conditions**

Type of media	N	Mean	Std. Deviation
TV	153	13.1503	3.35953
Radio	36	15.5278	3.42667
News Paper	161	13.0621	2.88030
Total	350	13.3543	3.23132

Source: Primary Data

**Table 4.17**  
**ANOVA- Working Conditions and Type of Media**

	Sum of Squares	DF	Mean Square	F Value	P Value
Between Groups	190.175	2	95.087	9.553	.000*
Within Groups	3453.894	347	9.954		
Total	3644.069	349			

\*Significant at 0.05 level

In the Table.4.16, the mean score regarding the working Conditions of journalists are enlisted. Journalists in Radio stations are rated working conditions as 'high' with a mean score of 15.5278 ( $\sigma = 3.42667$ ) compared to the TV channels

( $\bar{x}$ =13.1503 and  $\sigma = 3.35953$ ) and Newspaper organization with mean score of 13.0621 and  $\sigma$  2.88030. The Table gives the analysis result of ANOVA, indicates that the P value is less than 0.05 and the hypothesis is rejected at 5% level of significance and hence there is significant difference among the journalists of various type of media regarding the matter of working conditions and this difference is statistically imperative.

The news unit of All India Radio is under the control of central government and has every feature of a neat work area. They are not normally indulge in struggling fields like strikes, agitations, war etc. and in most cases these type of news are covered over telephone by sitting from studios or other offices. This is managed here with the help of part-time correspondents posted in almost all the districts of Kerala. So the fatigue in the work is also very low compared to other type of media. As AIR has no regular overnight transmission, the journalists are normally having no problems relating to sleep and rest. As far as the TV journalists are concerned, most of the news channels have 24 hours news transmission and they are supposed to work even 24 hours a day, till the assignment is complete and have the problems of fatigue, sleep and rest. Editors in Newspaper organizations have the night shift when they are in news desk and experience the same problems. Almost all journalists face the problem of lack of security and protection while in field.

**Table 4.18**  
**Sector Wise Classification of**  
**Journalists showing response on Working Conditions**

<b>Media Sector</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Public Sector	74	15.1216	3.12284
Private Sector	276	12.8804	3.09783

Source: Primary Data

**Table 4.19**  
**Result of t test on response on Working Conditions**

	Levene's Test for Equality of Variances		t-test for Equality of Means		
	F	Sig.	T	DF	Sig. (2-tailed)
Equal variances assumed	.307	.580	5.517	348	.000
Equal variances not assumed			5.492	114.487	.000

The t test applied to find out whether there is any difference among the public sector media journalists and private sector media journalists on the response of working conditions, revealed that there is significant difference among the journalists of public sector media and private sector media in this respect. The P value (0.000) is found less than 0.05 and the null hypothesis is rejected. Journalists of public media organisations shows a high score (15.1216) than that of private media organisations (12.8804) implying that journalists in public sector media enjoys a better working conditions than journalists working in private sector. The journalists in Public Sector reported a score of 15.1216 with  $\sigma$  3.12284 which is rated as 'High' and the private media sector scored a mean of 12.8804 with  $\sigma$ 3.09783 meaning that it is rated as 'Moderate'.

**Table 4.20**  
**Designation Wise Analysis of Working Conditions**

Type of media	N	Mean	Std. Deviation
Editor	142	12.9859	3.50073
Reporter	144	13.3472	3.00656
Camerapersons	64	13.1875	2.98076
Total	350	13.3543	3.23132

Source: Primary Data

**Table 4.21**  
**ANOVA- Working Conditions and Designation**

	<b>Sum of Squares</b>	<b>DF</b>	<b>Mean Square</b>	<b>F Value</b>	<b>P Value</b>
Between Groups	63.708	2	31.854	3.087	.057
Within Groups	3580.361	347	10.318		
Total	3644.069	349			

The results presented in Table.4.20 show no significant differences in mean score between different groups in the dimension of Working Conditions. Mean score for this dimension to Editors is 12.9859 ( $\sigma = 3.50073$ ), Reporters is 13.3472 ( $\sigma = 3.00656$ ) and Cameramen is 13.1875 ( $\sigma = 2.98076$ ) implying that these three groups have same view on their working conditions.

The results in Table.4.21 shows the summary analysis of variance of the scores of the three groups of working journalists on their Working conditions and revealed that Editors, Reporters and cameraperson have only moderate opinion regarding their Working conditions which deduces that they are lacking sufficient time for sleep. In case of editors on news desk in print media as well as television channels and reporters covering for long hours of time, may not get sufficient time for sleep and rest and it may continue for days and months. As far as camerapersons and reporters are concerned, they are sometimes attacked by the public or criminals at fields. The morning shift of journalists in AIR/DD News starts very early in the morning which cause the editors and news readers in this media illness due to sleeplessness.

**Table 4.22**  
**Permanency Wise Classification of**  
**Journalists showing response on Working Conditions**

<b>Permanency of Job</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Permanent	141	13.3404	3.16189
On Probation	38	13.0014	3.71773
On Contract	171	13.1613	3.15667
Total	350	13.1543	3.23132

Source: Primary Data

**Table 4.23**  
**ANOVA- Working Conditions and Permanency of Job**

	<b>Sum of Squares</b>	<b>DF</b>	<b>Mean Square</b>	<b>F Value</b>	<b>P Value</b>
Between Groups	39.038	2	19.519	1.879	.154
Within Groups	3605.031	347	10.389		
Total	3644.069	349			

The results shown by the Table.4.23 revealed that the mean score for working conditions rated by different group of journalists on permanency wise are concentrated in a moderate level and hence the journalists have similar view on their working environment irrespective of their permanency status. All these groups scored a mean of around 13.

Summary of the analysis of variance identified that since the P value is greater than 0.05, the null hypothesis is accepted and hence there is no significant difference in the working conditions among the journalists categorized on the basis of their permanency about job is statistically significant. This element is rated as Moderate and opined that they are lacking time for rest and sleep and safety and protection while covering news in open places which lead them in dangers. But in news rooms/studios and offices they are having a clean and neat atmosphere and the fatigue is also low.

#### **4.4.3. Opportunity for Growth and Security**

This is connected with career aspects of employees. Meaningful career paths must be laid down and career mapping of employees is to be followed. The work should provide career breaks for development of new abilities and expansion of existing skills on a continuous basis. Career development programme, performance appraisal, joint consultation and workers participation in management are important elements required for continued growth and security. Employee should be given adequate training opportunities on time and should be given adequate equipment and tools necessary for performing the job. A fair promotion policy is to be followed and



an environment has to be created to make employees feel that their job is secured. The major aspects analyzed here are Promotion, Job Security, Training, Equipment and Database for work.

**Table 4.24**  
**Media Wise Analysis of Opportunity for Growth & Security**

Type of media	N	Mean	Std. Deviation
TV	153	16.3856	3.79772
Radio	36	14.8333	3.62137
News Paper	161	16.1491	4.81691
Total	350	16.1171	4.29373

Source: Primary Data

**Table 4.25**  
**ANOVA-Opportunity for Growth & Security and Type of Media**

	Sum of Squares	DF	Mean Square	F Value	P Value
Between Groups	70.526	2	35.263	1.923	.148
Within Groups	6363.671	347	18.339		
Total	6434.197	349			

The results shown by the Table.4.24 revealed that the mean score for opportunity for growth and security in the working organization are concentrated in a moderate level and hence the journalists in Television channels, radio stations and Newspaper organizations have an average opportunity for growth and security. Summary of the analysis of variance identified that since the P value is greater than 0.05, the null hypothesis is accepted and hence there is no significant difference in the opportunity for growth and development among the journalists working in different media organizations. They are getting adequate equipment like camera, computers, vehicle, OB Van etc. for the news to be covered and adequate database (like video or audio footage) for news production. This element is rated as high but at the same time their worry about the security of the job is imperative. They also have some grievance regarding the promotion policies of media organizations.

**Table 4.26**  
**Sector Wise Analysis on Opportunity for Growth & Security**

<b>Media Sector</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Public Sector	74	17.4420	4.60121
Private Sector	276	15.9054	2.54907

Source: Primary Data

**Table 4.27**  
**Result of t test on response on Opportunity for Growth & Security**

	<b>Levene's Test for Equality of Variances</b>		<b>t-test for Equality of Means</b>		
	<b>F</b>	<b>Sig.</b>	<b>T</b>	<b>DF</b>	<b>Sig. (2-tailed)</b>
Equal variances assumed	35.656	.000	-2.760	348	.006
Equal variances not assumed			-3.788	213.085	.000

Table.4.27 shows the result of the t test on response on Opportunity for Growth & Security revealed that there is significant difference among the journalists of public sector media and private sector media regarding the Opportunity for Growth & Security. The P value (0.000) is found less than 0.05 and the null hypothesis is rejected.

As per the details of Table.4.26, Journalists of Public media organisations scored a high mean value of 17.4420 with  $\sigma$  4.60121 than that of Private media organisations which scored a mean of 15.9054 with  $\sigma$  2.54907 implying that journalists in Public sector has more opportunity for growth and security than private sector and it is rated as 'high' than that of private sector in which it is rated as 'Moderate'.

**Table 4.28**  
**Designation Wise Classification of**  
**Journalists showing response on Opportunity for Growth & Security**

Type of media	N	Mean	Std. Deviation
Editor	142	15.4507	4.11980
Reporter	144	15.7639	4.21616
Camerapersons	64	18.3906	4.15424
Total	350	16.1171	4.29373

Source: Primary Data

**Table 4.29**  
**ANOVA- Opportunity for Growth & Security and Designation**

	Sum of Squares	DF	Mean Square	F Value	P Value
Between Groups	411.836	2	205.918	11.865	.000*
Within Groups	6022.362	347	17.356		
Total	6434.197	349			

\*Significant at 0.05 level

From the analysis of the dimension-opportunity for growth and security on the basis of designation, it is found that Camerapersons reported a high mean value of 18.3906 with  $\sigma$  4.15424 and rated the opportunity for growth and security as 'High'. Mean score for Editors and Reporters are 15.4507 ( $\sigma$  =4.11980) and 15.7639 ( $\sigma$  = 4.21616) respectively which are come under the category 'Moderate'. The results of the ANOVA posed that there is significant difference among these three groups regarding the opportunity for growth and security and the difference is statistically significant. In order to check the exact difference, the result of the Tukey HSD Post hoc test is analyzed below.

**Table 4.30****Multiple Comparisons of Opportunity for Growth & Security and Designation**

Tukey HSD						
(I) Designation	(J) Designation	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Editor	Reporter	-.31318	.49269	.801	-1.4729	.8465
	Camerapersons	-2.93992*	.62722	.000	-4.4163	-1.4636
Reporter	Editor	.31318	.49269	.801	-.8465	1.4729
	Camerapersons	-2.62674*	.62586	.000	-4.0999	-1.1536
Camerapersons	Editor	2.93992*	.62722	.000	1.4636	4.4163
	Reporter	2.62674*	.62586	.000	1.1536	4.0999

\* The mean difference is significant at the 0.05 level.

The Table 4.30 lists the pair wise comparisons of the group means for all selected post hoc procedures. Mean difference lists the difference between the sample means. A 95% confidence interval is constructed for each difference. The Post-hoc table depicts that the difference in the mean score of opportunity for growth and security is found among Cameramen. (Significance Value is 0.000) and is rejected at 5% level. Reporters and Editors have no significant difference in the view on opportunity for growth and security. Reporters and Editors feel that they are getting adequate equipment, tools and database for the work and most of them are satisfied with their training avenues.

**Table 4.31**  
**Permanency Wise Analysis of Growth & Security**

Type of media	N	Mean	Std. Deviation
Permanent	141	17.3121	4.67537
On Probation	38	15.1842	5.22910
On Contract	171	15.3392	3.45077
Total	350	16.1171	4.29373

Source: Primary Data

**Table 4.32**  
**ANOVA-Opportunity for Growth & Security and Permanency in Job**

	Sum of Squares	DF	Mean Square	F Value	P Value
Between Groups	337.890	2	168.945	9.616	.000*
Within Groups	6096.308	347	17.569		
Total	6434.197	349			

\*Significant at 0.05 level

The Table of descriptive statistics on the dimension of Opportunity for Growth & Security and permanency of job revealed that permanent employees obtained as mean score of 17.3121 with  $\sigma$  4.67537, employees on probation period 15.1842 with  $\sigma$  5.22910 and employees on contract 15.3392 with  $\sigma$  3.45077. The summary of ANOVA gives a P value of 0.000 which resulted the rejection of null hypothesis meaning that there is significant difference among the employees of different category based on permanency wise. The permanent employees have more opportunity for growth and security than other groups of employees and rated as 'High'. Their feeling on the security of job is also higher than contract and probationary journalists. Journalists on probation and on contract viewed this dimension as 'Moderate' implying that they have only average opportunity for growth and security and feels that their job is not secured and they are not getting adequate promotion policies.

**Table 4.33****Opportunity for Growth & Security and Demographic Variables**

<b>Variables</b>		<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>F value</b>	<b>Sig. value</b>
Educational Qualification	Diploma in Journalism	59	15.0678	5.49565	3.333	.037
	Degree/PG in Journalism	96	15.7813	2.88810		
	Other Qualification	195	16.6000	4.40758		
Experience	No Experience	12	15.2500	4.55522	.892	.469
	Up to 1 Year	35	16.5714	3.79850		
	1-5 Years	131	16.5191	3.79544		
	6-10 Years	104	15.5962	4.81809		
	Above 10 Years	68	16.0588	4.54786		
Age	Up to 30 Years	167	16.5120	4.16441	1.635	.018
	31-40 Years	126	15.6400	4.35223		
	41-50 Years	36	15.4167	4.27868		
	51 Years and above	21	17.0476	4.87315		
Salary	Up to Rs.10,000	99	15.7273	3.74934	2.194	.044
	Rs.10,001-20,000	136	15.5809	4.21735		
	Rs.20,001-30,000	68	16.7206	4.24913		
	Rs.30,001-40,000	27	17.1852	4.93837		
	Rs.40,001-50,000	5	17.6000	6.94982		
	Above Rs.50,000	15	18.4000	5.47462		

Source: Primary Data

The Table.4.33 presents the descriptive statistics and the results of the Analysis of variance done to examine whether there is any significant difference in the opinion of journalists categorized based on Educational Qualification, Age, Experience and Salary on the opportunity for growth and security. Experience wise analysis of the opportunity for growth and security revealed that there is no significant difference of opinion among journalists of different years of experience with regard to the opportunity for growth and security. The significance value of

0.469 is accepted at 5% level of significance. The descriptive statistics shows that all the category of journalists based on experience falls under the 'Moderate' level of opportunity for growth and security.

With regard to Age, the journalists of 51 years and above scored the highest mean value of 17.0476 with  $\sigma$ 4.87315 than the other groups meaning that they believe that they have 'High' level of opportunity for growth and security than the other groups which stands at 'Moderate' level. The significance value (0.018) is less than 0.05 and the null hypothesis is rejected implying that the difference of opinion among the journalists categorized based on age is statistically significant.

Salary wise analysis of the opportunity for growth and security resulted that there is significant difference among the journalists receiving different scales of salary on the growth opportunities and security. The monthly salary range of 30,001-40,000, 40,001-50,000 and Above 50,000 shows the highest scores of above 17 and it infers that these groups are in 'High' level of opportunity for growth and security than other lower categories. Highly salaried journalists believed that they are having high opportunities for growth and security.

The analysis based on Educational Qualification shows a significance value (0.037) of less than 0.05 and the null hypothesis is rejected @ 5% level implying that the difference in the opinion among journalists of different educational background on the opportunity for growth and security. The journalists possess Non-journalism Qualifications shows highest score of 16.6000 with  $\sigma$  4.40758 than that of Journalism qualifications. To be more specific about this difference, a post-hoc test is applied and the results are shown below.

**Table 4.34**  
**Tukey HSD Post-Hoc Test-**  
**Opportunity for Growth & Educational Qualification**

Tukey's HSD						
(I) Educational Qualification	(J) Educational Qualification	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Diploma in Journalism	Degree/PG in Journalism	-.71345	.70559	.570	-2.3743	.9474
	Other Qualifications	-1.53220*	.63376	.043	-3.0240	-.0405
Degree/PG in Journalism	Diploma in Journalism	.71345	.70559	.570	-.9474	2.3743
	Other Qualifications	-.81875	.53180	.274	-2.0705	.4330
Other Qualifications	Diploma in Journalism	1.53220*	.63376	.043	.0405	3.0240
	Degree/PG in Journalism	.81875	.53180	.274	-.4330	2.0705

\* The mean difference is significant at the 0.05 level.

It is clear from the Post-hoc table that the difference in the mean score of opportunity for growth and security is found among Journalists of Degree/Diploma in Journalism and Other Educational Qualifications. (Significance Value is 0.043 and is rejected at 5% level).

#### **4.4.4. Opportunity to Use and Develop Human Capacity**

An employee will be gratified if he is given maximum opportunities to use and develop his capabilities. Opportunities to Use and Develop Human Capacities involve Perfect organisational structure, Clarity and transparency in communication, Freedom in work, Provision of self-improvement for members, equitable treatment, and Appreciation of good work. Employees should be given optimal freedom in doing work which will increase the workers' internal satisfaction on the work. Novel changes and their suggestions from employees should be considered and rewarded



for constructive suggestions. Employers should not exercise unreasonable pressure on the employees. The major sub variables considered for the analysis are Team work in the organisation, Problem Solving by superiors, Communication system in the work environment and Employee Recognition.

**Table 4.35**  
**Media Wise Analysis on Opportunity to Use & Develop Human Capacity**

Type of media	N	Mean	Std. Deviation
TV	153	10.0065	3.31364
Radio	36	7.8889	2.39974
News Paper	161	10.9379	3.79916
Total	350	10.2171	3.57703

Source: Primary Data

**Table 4.36**  
**ANOVA- Opportunity to Use & Develop Human Capacity and Type of Media**

	Sum of Squares	DF	Mean Square	F Value	P Value
Between Groups	285.569	2	142.785	11.853	.000*
Within Groups	4179.928	347	12.046		
Total	4465.497	349			

\*Significant @ 0.05 level

The mean score obtained on the dimension of Opportunity to Use & Develop Human Capacity and Type of Media revealed that in Radio stations the journalists have the limited opportunity to use and develop human capacity as its mean score is very low (7.8889) with  $\sigma = 2.39974$ . Journalists in Newspaper organizations ( $\bar{x}$  10.9379) and TV channels ( $\bar{x}$  10.0065) occupy a moderate score in this respect with  $\sigma = 3.79916$  and 3.31364 respectively. Lower level employees like reporters/trainee journalists and sub editors have less freedom to plan and execute individual stories and airing or publication of news. There is numerous pressures on them by the top

level employees or from the side of management and in most cases they are not getting an appreciation or motivation from the side of the organization. Normally, no additional remuneration for the extra work.

Summary of the ANOVA table revealed that the P value is less than 0.05 and hence the null hypothesis is rejected implying that the difference between journalists in radio stations, TV channels and Newspaper organizations are statistically significant

**Table 4.37**  
**Sector Wise Analysis of Opportunity to Use & Develop Human Capacity**

Media Sector	N	Mean	Std. Deviation
Public Sector	74	9.1781	3.28017
Private Sector	276	10.5910	3.60717

Source: Primary Data

**Table 4.38**  
**Media sector & Opportunity to Use & Develop Human Capacity-t test**

	Levene's Test for Equality of Variances		t-test for Equality of Means		
	F	Sig.	T	DF	Sig. (2-tailed)
Equal variances assumed	.995	.319	-2.817	348	.005
Equal variances not assumed			-2.978	121.974	.004

As per the details of Table.4.37, Journalists of Private media organisations scored a high mean value of 10.5910 with  $\sigma$  3.60717 than that of Public media organisations which scored a mean of 9.1781 with  $\sigma$  3.28017 implying that journalists in Private sector has more opportunity to use and develop human capacity than private sector and it is rated as 'Moderate' than that of public sector in which it is rated as 'Low'.

Table.4.38 shows the result of the t test. The P value (0.005) is found less than 0.05 and the null hypothesis is rejected which infers that there is significant difference among the journalists of public sector media and private sector media regarding the response on the opportunity to use and develop human capacity. Most of the journalists in public media are appointed on contract basis and hence they have only limited opportunity to take independent decisions on their work and in most cases they won't get any appreciation for good work. Superior's pressure on them is also found high than that of in private media.

**Table 4.39**

**Designation Wise Analysis of Opportunity to Use & Develop Human Capacity**

Type of media	N	Mean	Std. Deviation
Editor	142	10.1972	3.62466
Reporter	144	10.1458	3.22570
Cameraman/Photographer	64	10.4219	4.21940
Total	350	10.2171	3.57703

Source: Primary Data

**Table 4.40**

**ANOVA - Opportunity to Use & Develop Human Capacity and Designation**

	Sum of Squares	DF	Mean Square	F Value	P Value
Between Groups	3.471	2	1.736	.135	.874
Within Groups	4462.026	347	12.859		
Total	5215.454	349			

The results presented in Table 4.39 shows no significant differences in mean score between different groups in the Opportunity to Use & Develop Human Capacity. In all the cases is stood as 'Moderate'. Mean score for this dimension to Editors is 10.1972 ( $\sigma = 3.62466$ ), Reporters is 10.1458 ( $\sigma = 3.22570$ ) and Cameramen is 10.4219 ( $\sigma = 4.21940$ ). This infers that they are lacking adequate freedom in planning and executing individual news stories and have high pressure

on work by their superiors. It is a fact that they get the feedback on the work done but without any appreciation on good work.

The results in Table 4.40 presents the summary analysis of variance of the scores of the three groups of working journalists on their Opportunity to Use & Develop Human Capacity and revealed that no difference among the journalists of different designation in this aspect. Creativity is considered as an output of many factors including freedom in work. When there is tight monitoring and unnecessary pressures, it will lead to demolition of creativity of journalists.

**Table 4.41**  
**Permanency Wise Classification of Journalists**  
**showing response on Opportunity to Use & Develop Human Capacity**

<b>Permanency of Job</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Permanent	141	10.4823	3.81089
On Probation	38	9.6579	3.55099
On Contract	171	9.7006	3.37056
Total	350	10.1171	3.57703

Source: Primary Data

**Table 4.42**  
**Opportunity to use &develop Human Capacity and the Permanency in Job**

	<b>Sum of Squares</b>	<b>DF</b>	<b>Mean Square</b>	<b>F Value</b>	<b>P Value</b>
Between Groups	34.429	2	17.214	1.348	.021*
Within Groups	4431.068	347	12.770		
Total	4465.497	349			

\*Significant @ 0.05 level

Table.4.41 gives details of the view of employees of different groups-permanency wise with regards to Opportunity to use and develop Human Capacity. The mean score is higher in case of permanent employees ( $\bar{x}$ =10.4823, with  $\sigma$  = 3.81089) than that of employees on probation ( $\bar{x}$ =9.6579, with  $\sigma$  = 3.55099) and employees on contract ( $\bar{x}$ =9.7006, with  $\sigma$  = 3.37056).

Table.4.42 shows the results of analysis of variance of the scores of Opportunity to use and develop Human Capacity. The hypothesis is rejected at 5% level of significance and exposed that these three groups of employees differ on Opportunity to use and develop Human Capacity and this difference is statistically significant. Permanent employees in mass media sector rated this as ‘Moderate’ and the employees on probation and on contract rated it as ‘Low’. Permanent employees have more opportunity to exercise freedom in planning and making individual news stories than that of other groups and appreciation for good performance etc.

#### **4.4.5. Social integration in the work organisation**

Relationship between and among the employees is an indicator of healthy work organization. Therefore, the opportunities for formal and informal interactions for a healthy organisation are very important for satisfaction and a feeling of self-esteem. Social integration is a process of becoming capable to understand the basic values, norms and customs for becoming the accepted members of the organisation and assuming organisational roles. An organization need to have a. There should be good team work, supportive work groups, recognition of good performance, interpersonal openness and good communication in the working environment. The major aspects analyzed under this head are Team work, Problem Solving, Communication and Recognition.

**Table 4.43**

**Media Wise Classification of Journalists  
showing response on Social Integration in the work organisation**

<b>Type of media</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
TV	153	13.1503	3.42739
Radio	36	10.8889	3.02162
News Paper	161	14.7019	4.04636
Total	350	13.6314	3.86575

Source: Primary Data

**Table 4.44**  
**ANOVA- Social Integration in the Work organisation and Type of Media**

	<b>Sum of Squares</b>	<b>DF</b>	<b>Mean Square</b>	<b>F Value</b>	<b>P Value</b>
Between Groups	490.667	2	245.333	18.018	.000*
Within Groups	4724.787	347	13.616		
Total	5215.454	349			

\*Significant @ 0.05 level

In the above table, mean score corresponding to Radio stations is found to be low ( $\bar{x} = 10.8889$ ) with  $\sigma = 3.02162$  and is 13.1503 in Television Channels with  $\sigma = 3.42739$  and  $\bar{x}$  is 14.7019 in newspaper organizations with  $\sigma = 4.04636$  and are in moderate level. In nutshell, the dimension of social integration in the work environment is low in radio stations and moderate in Television and newspaper organizations. The results of the analysis (One-Way ANOVA) indicate that there is a significant difference in the level of the dimension-Social Integration among the journalists employed in print as well as electronic media. Therefore the hypothesis that *there is no significance difference among the journalists of TV, Radio and Newspapers in respect of social integration in the working organisation* is rejected.

Almost all Journalists in radio stations are working on contract basis and there lacks a healthy communication between the organization and these journalists and hence the social integration is rated here as low with a mean 10.8889 ( $\sigma = 3.02162$ ) and the analysis revealed that they are not getting adequate recognition or appraisal for the performance excellence. Television channel comprises both public sector and private sector and has employment in contract and permanent basis and newspaper organizations are also having jobs in both permanent and contract base. The journalists in these categories reported a moderate rating for social integration.

**Table 4.45**  
**Sector Wise Classification of Journalists**  
**showing response on Social Integration in the Work organisation**

Media Sector	N	Mean	Std. Deviation
Public Sector	74	11.7260	2.87354
Private Sector	276	14.1336	3.94071

Source: Primary Data

**Table 4.46**  
**Result of t test on response on Media sector and Social Integration**

	Levene's Test for Equality of Variances		t-test for Equality of Means		
	F	Sig.	T	DF	Sig. (2-tailed)
Equal variances assumed	12.229	.001	-4.886	348	.000
Equal variances not assumed			-5.853	151.358	.000

The descriptive statistics presented in the Table.4.45, shows a high score of 14.1336 with  $\sigma$  3.94071 among the Journalists of Private media and a comparatively 'Low' score of 11.7260 with  $\sigma$  2.87354 among the journalists of public media sector. These scores give a conclusion that the employees in Private media sector have more opportunities of social integration in the working environment than public sector media employees. The private sector rated this aspect as 'High' and the public sector as 'Moderate'.

The result of the t test presented in the Table.4.46 gives foundation to this findings that as the P value (0.000) is less than 0.05 and the null hypothesis is rejected which infers that there is significant difference among the journalists of public sector media and private sector media regarding the aspects of social integration in the work environment. Private sector media journalists opined that they have much freedom in discussing their problem with their superior officers without fear and good team work in their organisation. There are appreciation for

good performance in private media organisations and exists a comparatively good communication system in the organisation than that of in public sector media.

**Table 4.47**

**Designation Wise Analysis of Social Integration in the Work organisation**

Type of media	N	Mean	Std. Deviation
Editor	142	13.0986	3.78746
Reporter	144	13.2014	3.79285
Camerapersons	64	15.7813	3.50269
Total	350	13.6314	3.86575

Source: Primary Data

**Table 4.48**

**ANOVA- Social Integration and Designation**

	Sum of Squares	DF	Mean Square	F Value	P Value
Between Groups	362.737	2	181.369	12.969	.000*
Within Groups	4852.717	347	13.985		
Total	5215.454	349			

\*Significant @ 0.05 level

From the analysis of the dimension-social integration on the basis of designation, it is found that Camerapersons reported a high mean value of 15.7813 with  $\sigma$  3.50269 and in this case Social Integration is rated as 'High'. Mean score for Editors and Reporters are 13.0986 ( $\sigma$  =3.78746) and 13.2014 ( $\sigma$  = 3.79285) respectively which are come under the category 'Moderate'. Cameramen opined that they are getting proper appraisal for the work done and are covering news as a team. The 'Buddy System' is present in media organizations, especially in TV channels where the news coverage is done by a reporter and a cameraman jointly. Editors and Reporters viewed that they are lacking the opportunity to discuss their problems with superiors and a good communication system in the organization.

The results of the ANOVA states that there is significant difference among these three groups regarding the social integration and the difference is statistically



significant. In order to be clearer about this difference of opinion, the result of the Tukey HSD Post hoc test is analyzed below.

**Table 4.49**  
**Tukey's HSD Post Hoc Test- Social Integration and Designation**

Tukey HSD						
(I) Designation	(J) Designation	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Editor	Reporter	-.10280	.44227	.971	-1.1438	.9382
	Cameraman/P hotographer	-2.68266*	.56302	.000	-4.0079	-1.3574
Reporter	Editor	.10280	.44227	.971	-.9382	1.1438
	Cameraman/P hotographer	-2.57986*	.56181	.000	-3.9023	-1.2575
Cameraman/ Photographer	Editor	2.68266*	.56302	.000	1.3574	4.0079
	Reporter	2.57986*	.56181	.000	1.2575	3.9023

\* The mean difference is significant at the 0.05 level.

From the analysis of Post-hoc table, it can be understood that the difference in the mean score of Social integration is found between Cameramen and the other two categories (Reporters and Editors). The Significance Value is 0.000 and is rejected at 5% level. Reporters and Editors have no significant difference in the view on social integration.

**Table 4.50**  
**Permanency Wise Classification of Journalists**  
**showing response on Social Integration in the Work Organisation**

Permanency of Job	N	Mean	Std. Deviation
Permanent	141	14.4255	3.96995
On Probation	38	13.6842	4.55658
On Contract	171	12.9649	3.49436
Total	350	13.6314	3.86575

Source: Primary Data



**Table 4.51**  
**ANOVA-Social Integration and Permanency of Job**

<b>Dimension</b>		<b>Sum of Squares</b>	<b>DF</b>	<b>Mean Square</b>	<b>F Value</b>	<b>P Value</b>
Social Integration	Between Groups	164.986	2	82.493	5.668	.004*
	Within Groups	5050.468	347	14.555		
	Total	5215.454	349			

\*Significant @ 0.05 level

The mean score obtained for Social integration among different type of employees categorized on the basis of permanency are, Permanent employees ( $\bar{x}$  =14.4255, with  $\sigma$  = 3.96995), Employees on probation  $\bar{x}$  =13.6842, with  $\sigma$  =4.55658) and Employees on contract ( $\bar{x}$  =12.9649, with  $\sigma$  = 3.49436). The ANOVA table resulted the P value as 0.004 which is less than 0.05 and the null hypothesis is rejected at 5% level of confidence and it can be concluded that there is significant difference among employees of different category based on permanency of job in view of social integration in the working organisations.

**Table 4.52**  
**Tukey's HSD Post Hoc Test- Social Integration and Permanency of Job**

<b>Tukey HSD</b>						
<b>(I) Designation</b>	<b>(J) Designation</b>	<b>Mean Difference (I-J)</b>	<b>Std. Error</b>	<b>Sig.</b>	<b>95% Confidence Interval</b>	
					<b>Lower Bound</b>	<b>Upper Bound</b>
Permanent	On Probation	.74132	.69731	.538	-.9000	2.3827
	On Contract	1.46062*	.43398	.002	.4391	2.4821
On Probation	Permanent	-.74132	.69731	.538	-2.3827	.9000
	On Contract	.71930	.68420	.545	-.8912	2.3298
On Contract	Permanent	-1.46062*	.43398	.002	-2.4821	-.4391
	On Probation	-.71930	.68420	.545	-2.3298	.8912

\* The mean difference is significant at the 0.05 level.

From a Tukey's HSD Post Hoc Test, it can be clearer that the difference in view of Social integration is between Permanent employees and Employees on contract. The permanent employees rated it as 'High'. But there is no significant difference between contract employees and employees on probation in this dimension and both of these groups rated social integration as 'Moderate' implying that permanent employees enjoy the social integration in the work place like team work, communication system, freedom of discussion with superiors etc.

**Table 4.53**

**Analysis of Social Integration based on Selected Demographic Variables**

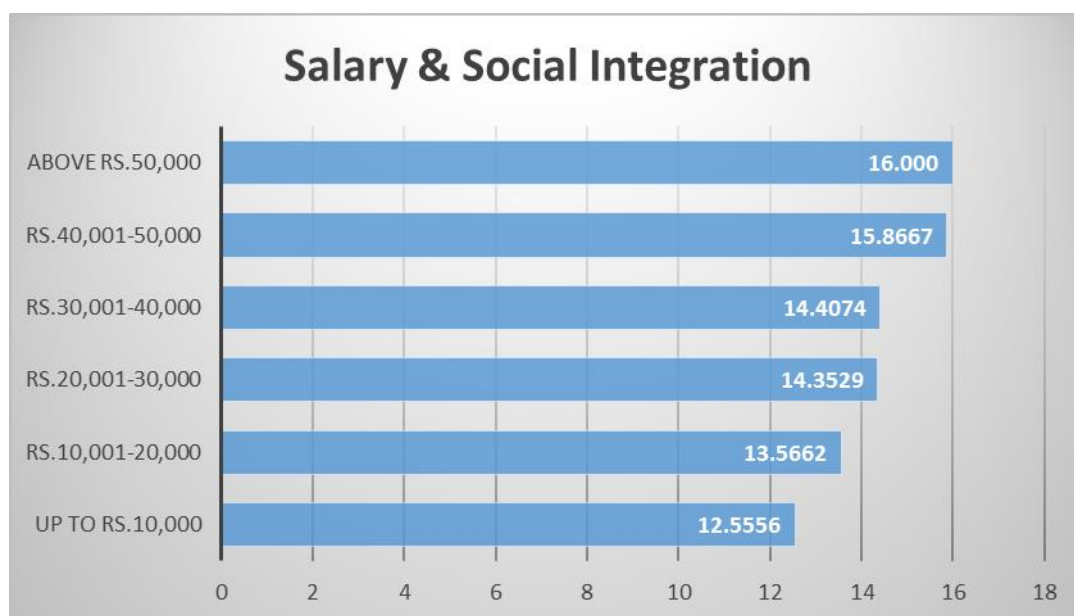
Variables		N	Mean	Std. Deviation	F value	Sig. value
Educational Qualification	Diploma in Journalism	59	12.9153	4.19888	5.239	.006
	Degree/PG in Journalism	96	12.8750	2.88827		
	Other Qualification	195	14.2205	4.09143		
Salary	Up to Rs.10,000	99	12.5556	3.85508	3.754	.003
	Rs.10,001-20,000	136	13.5662	3.51231		
	Rs.20,001-30,000	68	14.3529	3.49740		
	Rs.30,001-40,000	27	14.4074	4.46576		
	Rs.40,001-50,000	5	15.8667	5.48852		
	Above Rs.50,000	15	16.0000	4.00000		

Source: Primary Data

The table.4.53 shows the descriptive statistics and the results of the Analysis of variance of the opinion of journalists categorized based on some selected demographic variables like Educational Qualification and Salary on the social integration in the work environment. The significance values corresponding to Educational Qualification (0.006) and Salary (0.003) are found less than 0.05 and the null hypothesis is rejected implying that these two categories are significantly differ in social integration in the work environment. The significant difference is found between journalists who have Degree/PG in journalism and those who possess non-journalism qualifications. As far as the Monthly salary is concerned, the

difference is found among low earning group and high earning group of journalists with regard to social integration.

The scores in the descriptive statistics displays that journalists of who do not have journalism degree or post-graduation has the highest score of 14.2205 with  $\sigma$  4.09143 and has 'High' level of social integration than others. Salary-wise analysis revealed that journalists of high salary income have high level of social integration in the work organisation.



**Figure.4.2. Salary and Social Integration**

From the above diagram, it can be inferred that Monthly salary has a positive impact on the social integration of journalists in the work environment. Highly salaried journalists have a positive look on their social integration and feels freedom in communication, appreciation for good performance and team work in their organisation. Low salary makes them feel that they have less social integration in the organisation.

#### **4.4.6. Constitutionalism**

This is connected to organizational norms that affect the freedom of employees. Efforts must be made to make norms that lodge the privacy of an

individual employee, freedom of speech, equity and freedom to dissent on some aspects. The constitutionalism can be treated as a hygiene factor. Though it may not satisfy or motivate the employees considerably, but the absence of it definitely felt by the employees and may have adverse effects. Regarding the evaluation of constitutionalism in the work organisation, factors need to be addressed are; Taking care for the welfare of workers of all ages, Equal treatment of all workers, Different approaches to work according to the nature of job and ability of the worker, Well-functioning conflict resolution mechanism and Equitable treatments of workers by the management. A good and fair system of grievance procedure gives the workers a feeling of security and social justice. Favoritism or nepotism or injustices are to be avoided. There should exist a good Employee-employer relationship in the organisation. The study uses Grievance handling, Equity and Employee-Employer Relation as sub-variables for this dimension.

**Table 4.54**  
**Media Wise Classification of**  
**Journalists showing response on Constitutionalism**

<b>Type of media</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
TV	153	7.7974	2.57610
Radio	36	6.3889	1.98966
News Paper	161	8.0124	3.40218
Total	350	7.7514	2.96946

Source: Primary Data

**Table 4.55**  
**ANOVA- Constitutionalism in the working organization and Type of Media**

	<b>Sum of Squares</b>	<b>DF</b>	<b>Mean Square</b>	<b>F Value</b>	<b>P Value</b>
Between Groups	78.125	2	39.062	4.519	.012*
Within Groups	2999.250	347	8.643		
Total	3077.374	349			

\*Significant @ 0.05 level

The Table 4.54 shows the Mean and Standard Deviation of the total scores obtained from the analysis of the dimension of Constitutionalism with the journalists

of different media. It is visible that the mean score is low for Electronic Media (Radio Stations ( $\bar{x}$  = 6.3889) and Television (7.7974) with SD 1.98966 and 2.57610 respectively) and is moderate in Print media ( $\bar{x}$  8.0124) with SD 3.40218. It can be inferred that journalists working in print media organization have better environment of constitutionalism than that of in electronic media.

The results presented in Table.4.55 shows F values and Significance values of the ANOVA performed on the Constitutionalism in the working organization and Type of Media. The P value is less than 0.05 and hence the null hypothesis is rejected. The results revealed that there is a significant difference in the variable constitutionalism on the employees of different type of media and it is statistically significant at 5% level of significance. A post hoc test is applied to know this difference clearly and presented below.

**Table 4.56**  
**Post Hoc Test- Constitutionalism**  
**in the working organization and Type of Media**

<b>Tukey HSD</b>						
<b>(I) Working Media</b>	<b>(J) Working Media</b>	<b>Mean Difference (I-J)</b>	<b>Std. Error</b>	<b>Sig.</b>	<b>95% Confidence Interval</b>	
					Lower Bound	Upper Bound
TV	Radio	1.40850*	.54460	.027	.1266	2.6904
	News Paper	-.21504	.33193	.794	-.9963	.5663
Radio	TV	-1.40850*	.54460	.027	-2.6904	-.1266
	News Paper	-1.62353*	.54201	.008	-2.8993	-.3477
News Paper	TV	.21504	.33193	.794	-.5663	.9963
	Radio	1.62353*	.54201	.008	.3477	2.8993

Table.4.56 displays the post hoc test relating to the Constitutionalism in the working organization and Type of Media. Though the ANOVA rejects the null

hypothesis and reported there is significant difference among the journalists in different type of media with regard to constitutionalism, post-hoc test resulted that there is no significance difference between journalists in TV channels and Newspaper organizations in constitutionalism. The difference is only between journalists in Radio and TV and between Radio and Newspaper organizations.

**Table 4.57**  
**Sector Wise Classification of**  
**Journalists showing response on Constitutionalism**

<b>Media Sector</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Public Sector	74	6.9041	2.04236
Private Sector	276	7.9747	3.13398

Source: Primary Data

**Table 4.58**  
**Result of t test on response on Media sector and Constitutionalism**

	<b>Levene's Test for Equality of Variances</b>		<b>t-test for Equality of Means</b>		
	<b>F</b>	<b>Sig.</b>	<b>T</b>	<b>DF</b>	<b>Sig. (2-tailed)</b>
Equal variances assumed	22.888	.000	-2.766	348	.006
Equal variances not assumed			-3.518	171.823	.001*

\*Significant @ 0.05 level

Table.4.57 provides the scores obtained on the response of constitutionalism by the journalists in different media sectors. Journalists of Private media organisations scored a comparatively high mean value of 7.9747 with  $\sigma$  3.13398 than that of Public media organisations which scored a mean of 6.9041 with  $\sigma$  2.04236 implying that journalists in Private sector has a 'Moderate' level of constitutionalism than public sector where it is found as 'Low'. A t test is applied to know the significance of this difference and found that the P value (0.001) is found less than 0.05 and the null hypothesis is rejected which infers that there is significant



difference among the journalists of public sector media and private sector media regarding the response on constitutionalism.

In public media journalists appointed on contract faces the problems of absence of equal treatment in the working environment. There lacks a proper mechanism of grievance handling and employee-employer relations. On the other side, the private media sector is not far away from this situation. Private sector journalists reported only a ‘Moderate’ level of constitutionalism but are better than that of in public sector.

**Table 4.59**

**Designation wise Analysis of Constitutionalism**

Type of media	N	Mean	Std. Deviation
Editor	142	8.0634	2.85641
Reporter	144	7.4236	2.64067
Cameraman/Photographer	64	7.7969	3.78040
Total	350	7.7514	2.96946

Source: Primary Data

**Table 4.60**

**ANOVA- Constitutionalism and Designation of Journalists**

	Sum of Squares	DF	Mean Square	F Value	P Value
Between Groups	29.426	2	14.713	1.675	.019*
Within Groups	3047.949	347	8.784		
Total	3077.374	349			

\*Significant @ 0.05 level

The descriptive statistics available in the Table.4.59 showed a mean score of 8.0634 for Editors ( $\sigma = 2.85641$ ), Reporters 7.4236 ( $\sigma = 2.64067$ ) and Cameramen 7.7969 ( $\sigma = 3.78040$ ). The result indicated that the Editors perceived a ‘Moderate’ view on Constitutionalism than Reporters and Cameramen who perceived it as ‘Low’. Editors have direct connection with the management of the organization and in most cases they may have a good rapport with the management. Reporters and

cameramen are below the rank of Editorial staff and are lacking equal treatment and proper grievance handling mechanism in the working organization.

The results obtained from the ANOVA table summarizes that the difference in the view of constitutionalism among the journalists of various designation are statistically significant at 5% level of significance.

**Table 4.61**  
**Permanency wise Categorization of Journalists showing response on Constitutionalism**

<b>Permanency of Job</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Permanent	141	8.1418	3.23283
On Probation	38	7.9737	2.99086
On Contract	171	7.3801	2.69672
Total	350	7.7514	2.96946

Source: Primary Data

**Table 4.62**  
**ANOVA-Constitutionalism and Permanency of Job**

	<b>Sum of Squares</b>	<b>DF</b>	<b>Mean Square</b>	<b>F Value</b>	<b>P Value</b>
Between Groups	46.945	2	23.473	2.688	.049*
Within Groups	3030.429	347	8.733		
Total	3077.374	349			

\*Significant @ 0.05 level

Permanency wise analysis of the dimension-Constitutionalism indicates that the permanent journalist and journalists on probation are in ‘Moderate level’ with regards to the constitutionalism in the work organization. The score obtained in this respect are 8.1418 for permanent employees ( $\sigma = 3.23283$ ), 7.9737 for employees on probation ( $\sigma = 2.99086$ ) implying that they are in ‘Moderate’ level of constitutionalism. But the Employees on contract scored a mean value of 7.3801 with  $\sigma 2.69672$  meaning that they are come under ‘Low’ category

The Table.4.62 presented the results of ANOVA which shows a P value (0.49) less than 0.05 and hence the null hypothesis is rejected at 5% level of significance. This substantiates the above findings that there is significant difference among journalists of different designations with regard to constitutionalism. This significant difference is found among Journalists on Contract with others. Journalists who are appointed on contract enjoy only a low level of constitutionalism in the work organisation.

**Table.4.63**  
**Analysis of Constitutionalism based on Salary**

Variables		N	Mean	Std. Deviation	F value	Sig. value
Salary	Up to Rs.10,000	99	8.2222	2.93312	2.624	.024
	Rs.10,001-20,000	136	7.9853	2.79413		
	Rs.20,001-30,000	68	7.5947	2.87808		
	Rs.30,001-40,000	27	7.4126	3.47805		
	Rs.40,001-50,000	5	6.8000	3.83406		
	Above Rs.50,000	15	6.2667	3.15021		

Source: Primary Data

The results of the ANOVA and its descriptive statistics on the dimension of constitutionalism among journalists categorized based on Salary are given in the Table.4.63. A significant difference is observed in Salary wise analysis of constitutionalism. The significance value is less than 0.05 and the null hypothesis is rejected. Journalists of high monthly salary opined a lower levels of constitutionalism and vice versa.



**Fig. 4.3 Salary and Constitutionalism**

#### **4.4.7. Work & Total Life Space**

Continuous hard work causes psychological and physical strains for the employees. There has to be a balance between personal and professional life. A balanced work-life is an essential requirement for a better Quality of Work Life. Work-family life is affected by late hours of work, frequent travel, quick transfers etc. Organization must create proper work offs to enrich the life of employees. For a better quality of work life, a balance between work life and family life of employees is needed. The demand of the work like late hours, frequent travel, quick transfers are, both psychologically and socially very costly to the employee and his family. Work schedule has to be flexible to meet personal/family responsibilities of employees. They have to be provided with sufficient time for rest & relaxation and paid holidays. Support & motivation from organisation and family will boost the employees for effectively doing their work. The major aspects analyzed here are Flexi Schedules, Rest & relaxation, Paid Holidays and Motivation.

**Table 4.64**  
**Media Wise Classification of**  
**Journalists showing response on Work & Total Life Space**

Type of media	N	Mean	Std. Deviation
TV	153	10.3007	2.63350
Radio	36	11.1667	2.64575
News Paper	161	10.1826	2.59975
Total	350	10.6114	2.62845

Source: Primary Data

**Table 4.65**  
**ANOVA- Work & Total Life Space and Type of Media**

	Sum of Squares	DF	Mean Square	F Value	P Value
Between Groups	30.593	2	15.297	2.230	.109
Within Groups	2380.561	347	6.860		
Total	2411.154	349			

Table.4.64 shows the summary of the scores of employees in different type of media in relation to Work and Total Life Space. The resulted scores indicate that journalists of Television channels and newspapers have reported a low level of Work and Total Life Space with mean of 10.3007 ( $\sigma$  2.63350) and 10.1826 ( $\sigma$  2.59975) respectively. But it is reported as moderate in Radio stations with mean 11.1667 ( $\sigma$  2.64575).

Summary of ANOVA of the scores on the Work & Total Life Space and Type of Media is presented in Table.4.65. The results suggest that there is no significant difference among the employees of print and electronic media on the level of Work & Total Life Space. Employees of both print and electronic media such as TV Channels and radio stations perceive the Work & Total Life Space in more or less similar manner. Work & Total Life Space is little bit better is in radio stations as it is in government sector and most of the journalists working in this

sector are on part-time basis. Moreover, it is in consistent with government rules and regulations regarding employment.

**Table 4.66**  
**Sector Wise Classification of**  
**Journalists showing response on Work & Total Life Space**

<b>Media Sector</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Public Sector	74	11.7534	2.62880
Private Sector	276	10.3105	2.54901

Source: Primary Data

**Table 4.67**  
**Result of t test on response on Media sector and Work & Total Life Space**

	<b>Levene's Test for Equality of Variances</b>		<b>t-test for Equality of Means</b>		
	<b>F</b>	<b>Sig.</b>	<b>T</b>	<b>DF</b>	<b>Sig. (2-tailed)</b>
Equal variances assumed	.245	.621	4.275	348	.000
Equal variances not assumed			4.198	110.334	.000

Table.4.66 provides the scores obtained on the response of work and total life space by the journalists in different media sectors. Journalists of Public media organisations scored a comparatively high mean value of 11.7534 with  $\sigma$  2.62880 than that of Private media organisations which scored a mean of 10.3105 with  $\sigma$  2.54901 implying that journalists in public sector has a comparatively high level of work and total life space than private sector.

A t test is applied to know the significance of this difference and found that the P value (0.000) is found less than 0.05 and the null hypothesis is rejected which infers that there is significant difference among the journalists of public sector media and private sector media regarding the response on work and total life space. Public

media journalists are getting comparatively high opportunities to manage their work and family matters.

**Table 4.68**  
**Designation Wise Classification of**  
**Journalists showing response on Work & Total Life Space**

<b>Type of media</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Editor	142	10.6338	2.81455
Reporter	144	10.5417	2.56080
Cameraman/Photographer	64	10.7188	2.37359
Total	350	10.6114	2.62845

Source: Primary Data

**Table.4.69**  
**Work and Total Life Space and Designation**

	<b>Sum of Squares</b>	<b>DF</b>	<b>Mean Square</b>	<b>F Value</b>	<b>P Value</b>
Between Groups	1.509	2	.755	.109	.897
Within Groups	2409.645	347	6.944		
Total	2411.154	349			

The Table.4.68 shows the descriptive statistics on Work and total life space among the journalists in Kerala with reference to their designation. Editors, Reporters and Camerapersons reported a mean score of more or less similar and are fall under the category 'Low' implying that all the journalists irrespective of their designation enjoys a 'Low Level of Quality of Work Life'. This is applicable both in private and public sector media organizations as in both sector includes large number of journalists on contract basis and have tight work schedules. The ANOVA resulted that the P value is more than 0.05 and the null hypothesis of no significance difference is accepted.

**Table 4.70**  
**Permanency Wise Classification of**  
**Journalists showing response on Work & Total Life Space**

<b>Permanency of Job</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Permanent	141	10.7092	2.73219
On Probation	38	10.5526	2.41277
On Contract	171	10.5439	2.59912
Total	350	10.6114	2.62845

Source: Primary Data

**Table.4.71**  
**ANOVA- Work and Total Life Space and Permanency of Job**

	<b>Sum of Squares</b>	<b>DF</b>	<b>Mean Square</b>	<b>F Value</b>	<b>P Value</b>
Between Groups	2.260	2	1.130	.163	.850
Within Groups	2408.894	347	6.942		
Total	2411.154	349			

From the evaluations of the above table, it can be understood that the P value (0.850) is greater than 0.05 and the null hypothesis is accepted at 5% level and inferred that the three groups of journalists on the basis of permanency of job does not differ significantly on the work and total life space. The score obtained are permanent employees 10.7092 with  $\sigma$  2.73219, Employees on probation 10.5526 with  $\sigma$  2.41277 and contract employees 10.5439 with  $\sigma$  2.59912 which gives a denotation that the means are equal and these three categories of journalists are homogeneous on the dimension of work and total life space and found that it is 'Moderate'. They have the opinion that their work schedule is no so flexible to meet their family roles and are not getting sufficient number of holidays for attending personal/family matters and at the same time they are getting adequate support and motivation from the family for work.



#### 4.4.8. Social Relevance of Working Life

The social responsibility of the organisation is a significant element of QWL. Employees must be given the standpoint of how his effort in the organization helps the society. This is essential to build relevance of the employee's existence to the society he lives in. The worker's self-esteem would be high if their effort is useful to the society. As such, social relevance of work of each employee is very significant for healthier working condition. Social responsibility of the organisation, Nature of job, social prestige, effect of job on social security, matching of work life and social life, Contribution towards the improvement of the culture of the society, social contacts, ethics in job etc. are the relevant aspects of social relevance. Journalists need to be given the viewpoint of how his effort in the organization helps the society. Social Prestige, Social Involvement, Social Contacts and Media Ethics are taken for the analysis of social relevance in media.

**Table 4.72**

**Media Wise Classification of Journalists showing response on Social Relevance**

Type of media	N	Mean	Std. Deviation
TV	153	15.0458	2.89360
Radio	36	16.9722	2.75148
News Paper	161	14.0621	3.14183
Total	350	14.7914	3.11378

Source: Primary Data

**Table 4.73**

**Analysis of Variance of the scores of Social Relevance with the type of media**

	Sum of Squares	DF	Mean Square	F Value	P Value
Between Groups	266.743	2	133.372	14.847	.000*
Within Groups	3117.031	347	8.983		
Total	3383.774	349			

\*Significant @ 0.05 level

Table 4.72 gives details of the level of Social relevance with regards to the type of media such as whether it is Electronic Media (TV and Radio) or Print media (News Paper). The mean score is higher in case of employees in radio stations with regards to Social Relevance ( $\bar{x} = 16.9722$ ) with  $\sigma$  2.75148 than that of TV Channels ( $\bar{x} = 15.0458$ ,  $\sigma$  2.89360) and followed by News Paper organizations ( $\bar{x} = 14.0621$ ,  $\sigma$  3.14183). This means that employees in electronic media rated 'High' with regard to social relevance than that of print media. Table 4.73 shows the results of analysis of variance of the scores of social relevance with the type of media. Thus it is clear that there exists considerable difference among the employees of three type of media namely TV channels, Radio Stations and News Paper Organizations with regard to social relevance of the job. Therefore the hypothesis that *there is no significant difference among the employees of three type of media namely TV channels, Radio Stations and News Paper Organizations with regard to social relevance of the job* is rejected. Since the radio stations are fully owned by the central government, employees of the same viewed that the dimension of social relevance in job is more than that of the employees of TV Channels and newspaper organisations. Television is scoring the second highest mean (15.0458) due to the popularity of this media among public.

**Table 4.74**

**Sector Wise Classification of Journalists showing response on Social Relevance**

Media Sector	N	Mean	Std. Deviation
Public Sector	74	16.5479	1.97232
Private Sector	276	14.3285	3.19596

Source: Primary Data

**Table 4.75**

**Result of t test on response on Media sector and Social Relevance**

	Levene's Test for Equality of Variances		t-test for Equality of Means		
	F	Sig.	T	DF	Sig. (2-tailed)
Equal variances assumed	13.342	.000	5.653	348	.000
Equal variances not assumed			7.391	183.233	.000

Table.4.74 provides the scores obtained on the response of Social relevance by the journalists in different media sectors. Journalists of Public media organisations scored the high mean value of 16.5479 with  $\sigma$  1.97232 than that of Private media organisations which scored a mean of 14.3285 with  $\sigma$  3.19596 implying that journalists in public sector rated the dimension of social relevance as ‘Very High’ and the journalists in Private Media sector rated it as ‘High’.

The Table ANOVA gives a significance value less than 0.05 and the null hypothesis is rejected and found a significant difference among the journalists of Public sector with Private sector. The work of journalists is viewed as a social service and it enhances their social contacts, social prestige and social responsibilities.



**Figure.4.4. Situation of Violating Media Ethics**

From the analysis of the item of facing the situation of media ethics, it is evident that in Private sector around 30% of the journalists are come under the category of neutral and 43% from the public sector are in a neutral stand. Among the journalists of public media, 40% agreed that usually they are not confronting the problem of violating media ethics.

**Table 4.76**

**Designation Wise Classification of Journalists showing response on Social Relevance**

Type of media	N	Mean	Std. Deviation
Editor	142	14.9225	3.01315
Reporter	144	14.4028	3.12964
Camerapersons	64	15.3750	3.22933
Total	350	14.7914	3.11378

Source: Primary Data

**Table 4.77**

**ANOVA- Social Relevance and Designation**

	Sum of Squares	DF	Mean Square	F Value	P Value
Between Groups	45.988	2	22.994	2.390	.093
Within Groups	3337.787	347	9.619		
Total	3383.774	349			

The summary of the score obtained regarding the social relevance and designation of journalists describes that Editors ( $\bar{x} = 14.9225$ ,  $\sigma = 3.01315$ ), Camerapersons ( $\bar{x} = 15.3750$ ,  $\sigma = 3.22933$ ) and Reporters ( $\bar{x} = 14.4028$ ,  $\sigma = 3.12964$ ) have high level of social relevance in their job. All of them agreed that their job enhances their social prestige and contacts and have only few circumstances to deviate from media ethics. Most of them perceived that their job itself is a social activity and not getting extra time for the involvement in other social activities.

The ANOVA table pointed that the P value is greater than 0.05, the null hypothesis is accepted at 5% level of significance and hence there is no significant difference between these three groups in the aspect of social relevance.

**Table 4.78**  
**Permanency Wise Classification of**  
**Journalists showing response on Social Relevance**

<b>Permanency of Job</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Permanent	141	14.2908	3.61256
On Probation	38	14.7105	3.03055
On Contract	171	16.8222	2.60040
Total	350	15.7914	3.11378

Source: Primary Data

**Table 4.79**  
**ANOVA- Social Relevance and Permanency of Job**

	<b>Sum of Squares</b>	<b>DF</b>	<b>Mean Square</b>	<b>F Value</b>	<b>P Value</b>
Between Groups	67.325	2	33.662	3.522	.031*
Within Groups	3316.449	347	9.557		
Total	3383.774	349			

\*Significant @ 0.05 level

The results of the ANOVA inferred that there is significant difference among the journalists of permanent, probation and contract category on the Social relevance of job. The P value is 0.031 which is greater than 0.05 and hence the null hypothesis of no difference is rejected at 5% level of significance implying that these three groups are significantly differs on social relevance.

**Table 4.80****Tukey's HSD Post Hoc Test- Social Relevance and Permanency of Job**

Tukey HSD						
(I) Designation	(J) Designation	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Permanent	On Probation	-.41975	.56506	.738	-1.7498	.9103
	On Contract	-.93144*	.35168	.023	-1.7592	-.1037
On Probation	Permanent	.41975	.56506	.738	-.9103	1.7498
	On Contract	-.51170	.55444	.626	-1.8167	.7934
On Contract	Permanent	.93144*	.35168	.023	.1037	1.7592
	On Probation	.51170	.55444	.626	-.7934	1.8167

\* The mean difference is significant at the 0.05 level.

From the results of post hoc test, it is evident that the significant difference is found between journalists of Contract and the other two groups namely Permanent and On Probation (Sig. Value .023). The mean score obtained for journalists in Permanent category is 14.2908 ( $\sigma = 3.61256$ ) which is more or less same that of journalists on Probation ( $\bar{x} = 14.7105$ ,  $\sigma = 3.03055$ ). The journalists working on contract scored a higher mean than others ( $\bar{x} = 16.8222$ ,  $\sigma = 2.60040$ ) and it can be summarized that journalists working on Contract basis believe that their job has higher social relevance and rated as 'Very High'. The remaining two categories of journalists rated it as 'High'.

#### **4.4.9. Factors Contributing to the Quality of Work life among the Journalists**

In order to sort out what are the prominent factors contributing to the QWL among the journalists in mass media sector a Pearson Product Moment correlation is applied and the result is outlined below.

**Table.4.81. Correlation between QWL Total and its Factors**

		QWL	SR	LSP	CONST	SOI	OHC	GS	WC	COMP
QWL		1								
SR	Pearson Correlation	.449**								
	Sig. (2-tailed)	.000								
LSP	Pearson Correlation	.694**	.060							
	Sig. (2-tailed)	.000	.262							
CONST	Pearson Correlation	.465**	.170**	.352**						
	Sig. (2-tailed)	.000	.001	.000						
SOI	Pearson Correlation	.404**	.327**	.181**	.113*					
	Sig. (2-tailed)	.000	.000	.001	.034					
OHC	Pearson Correlation	.683**	-.057	.413**	.635**	.216**				
	Sig. (2-tailed)	.000	.289	.000	.000	.000				
	N	350	350	350	350	350				
GS	Pearson Correlation	.693**	.374**	.176**	.038	.654**	.078			
	Sig. (2-tailed)	.000	.000	.001	.473	.000	.143			
	N	350	350	350	350	350	350			
WC	Pearson Correlation	.601**	.456**	.118*	-.039	.402**	.054	.465**		
	Sig. (2-tailed)	.000	.000	.027	.462	.000	.313	.000		
	N	350	350	350	350	350	350	350		
COMP	Pearson Correlation	.708**	.133*	.320**	.295**	.103	.347**	.077	.097	
	Sig. (2-tailed)	.000	.013	.000	.000	.055	.000	.150	.069	1

\*\* Correlation is significant at the 0.01 level (2-tailed), \* Correlation is significant at the 0.05 level (2-tailed).

Source: Primary Data

From the results of correlation analysis, the factors which have the highest correlation with the total score of QWL are taken as the most important factors affecting the QWL among journalists. Accordingly the Compensation variable occupies the highest correlation co-efficient of 0.708 and is ranked as the first and foremost factor which determines the QWL in mass media. A correlation co-efficient of 0.694 is obtained in case of Work & Total Life Space and is considered as the second factor. Opportunity for Growth & Security scored an r value of 0.693 and hence occupies the third position. The other important factors are Opportunity to Use & Develop Human Capacity (r 0.683), Working Conditions (r 0.601), Constitutionalism (r 0.465), Social Relevance (0.449) and Social Integration of Work (r 0.404) respectively.

#### 4.4.10. Over all QWL among the Journalists in Kerala

Overall Quality of work life among the journalists working in the mass media industry in Kerala is assessed by taking the total scores of QWL and its dimensions. The variables with corresponding scores are explained below.

**Table 4.82**  
**Total Scores of Quality of Work Life (QWL) among Journalists**

Dimensions of QWL	N	Mean Score	Std. Deviation	Level
Compensation	350	9.4400	2.39163	Low
Working Conditions		13.3543	3.23132	Moderate
Opportunity for Growth & Security		16.1171	4.29373	Moderate
Use & Develop Human Capacity		10.2171	3.57703	Low
Social Integration		13.6314	3.86575	High
Constitutionalism		7.7514	2.96946	Moderate
Work & Total Life Space		10.1114	2.62845	Low
Social Relevance		16.7914	3.11378	Very High
<b>Over all QWL</b>		95.9143	14.66663	Moderate

Source: Primary Data



The level of Quality of Work Life assessed and the variables and corresponding mean and Standard deviation is presented in the Table 4.82. It can be seen that Employees in the mass media sector enjoy a moderate level of Quality of Work with Mean of 95.9143 ( $\sigma$  14.66663). Further variable wise analysis shows that the dimension of compensation shows the lowest score with Mean 9.4400 ( $\sigma$  2.39163) and it is viewed as 'Low' level. On the other hand, the variable Social Relevance has the highest score of 16.7914 with  $\sigma$  3.11378 and is rated as 'Very high'.

The dimensions such as Constitutionalism having a Mean of 7.7514 ( $\sigma$  2.96946) stood at the 'Moderate' level. Working Conditions with Mean 13.3543 ( $\sigma$  3.23132) and Opportunity for Growth & Security with Mean of 16.1171 ( $\sigma$  4.29373) are also perceived as in 'Moderate' level. The variable Social Integration with Mean 13.6314 ( $\sigma$  3.86575) is viewed as in 'High' level and the Work & Total Life Space with Mean of 10.1114 ( $\sigma$  2.62845) are perceived as in 'Low' level. The journalists also rated the Use & Develop Human Capacity with Mean of 10.2171 ( $\sigma$  3.57703) as 'Low'.

**Table 4.83**

**Analysis of the Responses of Quality of Work Life (QWL) among Journalists**

Level	QWL		Compensation		Working Conditions		Opportunity for Growth & Security		Use & Develop Human Capacity		Social Integration		Constitutionalism		Work & Total Life Space		Social Relevance	
	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
<b>Very Low</b>	7	02	122	35	8	02	24	07	68	20	14	04	80	23	42	12	8	2
<b>Low</b>	81	23	157	45	70	20	53	15	145	41	63	18	150	42	145	41	29	8
<b>Moderate</b>	218	62	40	11	120	34	143	41	67	19	88	25	56	16	104	30	67	19
<b>High</b>	40	11	18	05	97	28	94	27	55	16	109	31	45	13	39	11	104	30
<b>Very High</b>	4	01	13	04	55	16	36	10	15	04	76	22	19	06	20	06	142	41
<b>N</b>	350	100	350	100	350	100	350	100	350	100	350	100	350	100	350	100	350	100

Source: Primary Data

The Table.4.83 depicts the clear picture of the response relating to the overall Quality of Work Life and its dimensions. It is found that 62% of the respondents viewed their level of QWL is in 'Moderate' level. 23% opined that it's in the category of 'Low'. Only 11% of the respondents rated it as 'High'. With regards to the Compensation package most of them (45%) are in 'Low' level and around 35% viewed it as 'Very Low'. This gives a major inference to the study that the element of compensation is viewed as the most important factor which is rated by all categories of journalists as 'Low' or 'Very Low'.

Working conditions are rated as 'Moderate' by 34% of the respondents and as 'High' by 28%. A 'Low' level of working condition is opined by 20% of the respondents. As far as the Opportunity for Growth and Security is concerned, 41% perceived it as 'Moderate' and 27% rated a 'High' level of growth and security in the working environment. Job security is the major factor in this dimension on which every respondents is opined as questionable.

Opportunity to use and develop human capacity is another important element of the QWL in mass media sector. The response revealed that only a 'Low' opportunity to use and develop human capacity in media sector. 41 % of the respondents viewed it as 'Low' and 20% rated as 'Very Low'. Most of the journalists have no freedom in planning and executing stories/news individually and a strict monitoring/editing and high level of pressure is exercised on them. Even though the feedback for the work done can be received immediately, no scope for appreciation for the performance.

The element of Social Integration is viewed as 'High' in mass media sector. 31% are in the category of 'High' and 22% are in 'Very High'. A 'Moderate' level is opined by 25 % of the respondents. The results give an inference that the team work and communication system in the media organisations are effective and the organisation recognizes the performance and output of the journalists. A low rating is obtained in the freedom to discuss problems with the management and it is stood at 'Moderate' level.

With regard to the Constitutionalism in the work organisation, 42% of the respondents opined that they are having a ‘Low’ level of constitutionalism. 23% rated it as ‘Very Low’. The mechanism of handling employee grievances, opportunity of equity in the working organisation and the relation between employees and management of the media organisation is questionable here as these are rated as Low/Very Low by the journalists.

41% of the respondents have the opinion of a ‘Low’ work and total life space in their job and 30% are having a ‘Moderate’ view on this. This gives an implication that the journalists are having the problem of work-life imbalance. Their work schedule is not so flexible as to manage their personal/family affairs and is not getting necessary time for rest and relaxation. Their work is not confined to normal working hours/days. It may extent to holiday also. As a result they are struggling to manage work and family/personal matters. The dimension of Work-Life Balance is explained in detail in the coming chapter.

The dimension of Social Relevance scored the highest mean and 41% of the respondents opined that the social relevance of their work is ‘Very High’. 30% rated this aspect as ‘High’. Over all, the work of journalists has high degree of social relevance. The nature of job itself is a social service and in this respect they are involving in social activities. It enhances their social prestige also.

**Table 4.84**  
**Overall QWL among Journalists of**  
**different Media, Designation and Permanency Status**

Variables		N	Mean	Std. Deviation	Inference	DF	F value	Sig. value
Type of Media	TV	153	95.5294	13.52486	Moderate	2	1.285	.278
	Radio	36	92.8056	11.73960	Moderate			
	News Paper	161	96.9752	16.18137	Moderate			
Designation	Editor	142	94.4789	15.48494	Moderate	2	7.623	.001
	Reporter	144	94.5069	14.21808	Moderate			
	Cameraperson	64	102.2656	12.08205	Moderate			
Permanency of Job	Permanent	140	97.9500	15.73171	Moderate	2	2.312	.101
	On Probation	38	93.8947	18.47978	Moderate			
	On Contract	172	94.7035	12.57722	Moderate			

Source: Primary Data

The Table.4.84 presents the level of QWL and the results of the Analysis of variance done to examine whether there is any significant difference in the opinion of journalists of different type of media, designation and status of permanency with regard to the level of QWL.

**H0: There is no significant difference among journalists working in TV Channels, Radio Stations and Newspaper Organisations in respect of their QWL.**

The total score obtained by journalists of Radio stations (92.8056), TV channels (95.5294) and in Newspaper organisations (96.9752) are come under the category of 'Moderate level'. The F value and corresponding significance value (0.278) has made a substance to this finding and hence the null hypothesis of no difference is accepted. It can be inferred that there is no significant difference among the journalists of different type of media on the level of QWL.

**H0: Editors, Reporters and Camerapersons do not differ significantly in the level of QWL.**

Analysis of QWL on the basis of designation of journalists indicates that there is significant difference is observed among Editors, Reporters and Camerapersons on the level of QWL. The significance value of 0.001 is less than 0.05 and hence the null hypothesis is rejected. The scores obtained in case of Editors (94.4789), Reporters (94.5069) are lower than that of Camerapersons (102.2656), implying that all these category of journalists have moderate level of QWL, at the same time camerapersons experience a comparatively higher QWL than Editors and Reporters.

**H0: Permanent Journalists, Journalists on Contract and Probationary Journalists do not differ significantly in terms of their QWL.**

Permanency of job wise analysis resulted a significance value of 0.101 and the null hypothesis is accepted at 5% level. It gives a finding that there is no significant difference in QWL among the journalists of different status of permanency. By analyzing the mean score, it is apparent that Permanent employees,

employees on probation and contract employees experience a “moderate level’ of QWL.

**Table 4.85**  
**Analysis of the Overall QWL**  
**based on Media Sector, Gender, Marital Status and Family Type.**

Variables		N	Mean	Std. Deviation	Inference	t value	DF	Sig. value
Media Sector	Public	74	103.0274	10.75481	Moderate	.897	160.337	.041
	Private	276	95.6209	15.53761	Moderate			
Gender	Male	238	96.4538	15.36243	Moderate	1.063	252.532	.289
	Female	112	94.7679	13.05704	Moderate			
Marital Status	Single	134	95.2910	13.61381	Moderate	-.626	348	.532
	Married	216	96.3009	15.30153	Moderate			
Family Type	Joint	125	97.2800	16.52252	Moderate	1.300	348	.195
	Nuclear	225	95.1556	13.50588	Moderate			

Source: Primary Data

The Table.4.85 describes the mean score and value of ANOVA to know the level and difference of QWL between the journalists of different media sector, between different Genders, marital status and family type.

**H0: There is no significant difference between journalists working in private and public sector media organisations with regard to QWL.**

Analysis of these scores revealed that public sector media journalists scored the comparatively high mean value of 103.0274 which means that they are having higher QWL than that of in private sector (95.6209). Both these groups of journalists experience a ‘Moderate level’ of QWL. The significance value of ANOVA is 0.041 and thus the null hypothesis that there is no significant difference between the journalists of private sector and public sector with regard to QWL is rejected at 5% level.

Gender wise analysis shows the mean scores of 96.4538 and 94.7679 for male and female journalists respectively, meaning that both these groups of journalists are in moderate level of QWL. The significant Value (0.289) is greater than 0.05 and the null hypothesis is accepted at 5% level and hence it can be said that there is no significant difference between male and female journalists with regard to QWL.

Marital status wise analysis resulted that there is no significant difference between married and unmarried journalists with regard to QWL. The significance value is 0.532 and the null hypothesis is accepted at 5% level. The means scores for Married journalists (96.3009) and Unmarried journalists (95.2910) publicized a 'Moderate level' of QWL among these groups of journalists.

With regard to family type, journalists belong to both joint family (97.2800) and nuclear family (95.1556) experience 'Moderate Level' of QWL. The significance value obtained (0.195) is greater than 0.05 and hence it is inferred that there is no meaningful difference between journalists of these two category on the overall QWL.

**Table.4.86**

**Analysis of the Overall QWL based on Selected Demographic Variables**

Variables		N	Mean	Std. Deviation	Inference	F value	Sig. value
Educational Qualification	Diploma in Journalism	59	90.2881	17.93384	Moderate	7.854	.000
	Degree/PG in Journalism	96	94.4063	11.42995	Moderate		
	Other Qualification	195	98.3590	14.49438	Moderate		
Experience	No Experience	12	89.5000	20.74740	Moderate	1.270	.282
	Up to 1 Year	35	94.7143	12.27760	Moderate		
	1-5 Years	131	94.9924	12.41184	Moderate		
	6-10 Years	104	96.5673	15.09051	Moderate		
	Above 10 Years	68	97.6471	17.55228	Moderate		
Age	Up to 30 Years	167	96.5181	13.53860	Moderate	2.051	.107
	31-40 Years	126	93.8560	14.84419	Moderate		
	41-50 Years	36	97.0278	14.06208	Moderate		
	51 Years and above	21	101.6190	21.47435	Moderate		
Salary	Up to Rs.10,000	99	94.7677	13.86217	Moderate	.408	.043
	Rs.10,001-20,000	136	95.5294	14.25167	Moderate		
	Rs.20,001-30,000	68	96.4706	14.60062	Moderate		
	Rs.30,001-40,000	27	97.2963	16.21921	Moderate		
	Rs.40,001-50,000	5	98.2000	6.90652	Moderate		
	Above Rs.50,000	15	100.4667	22.46542	Moderate		

Source: Primary Data

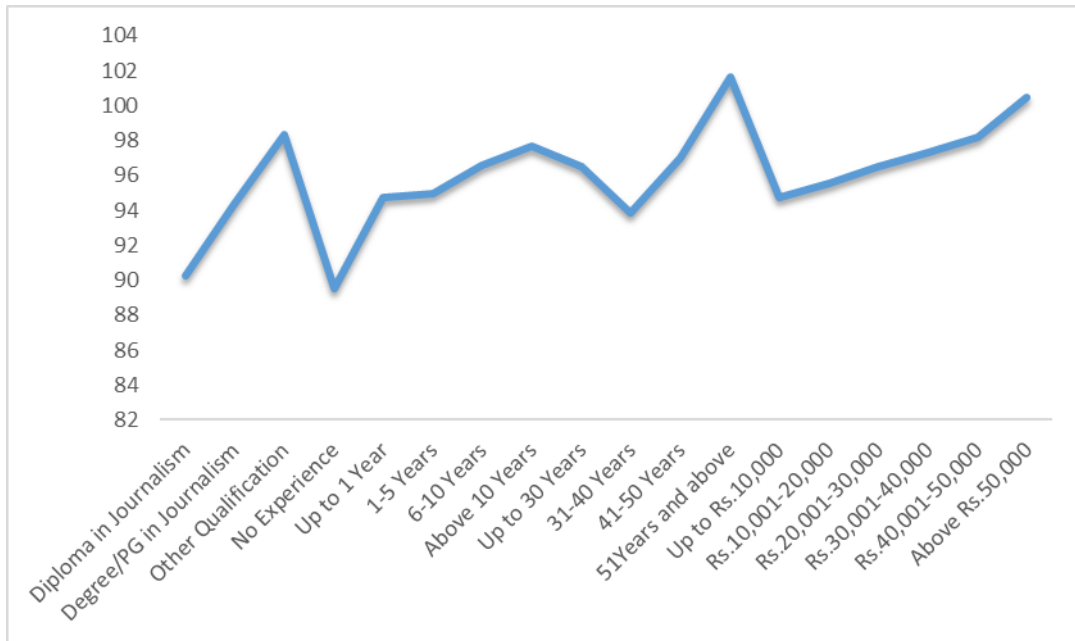
The level of QWL and the results of the Analysis of variance done to examine whether there is any significant difference in the opinion of journalists categorized based on Educational Qualification, Age, Experience and Salary on the level QWL is presented in the above table. The analysis based on Educational Qualification shows a significance value (0.000) of less than 0.05 and the null hypothesis is rejected @ 5% level entailing that journalists of different educational background significantly differs in the level of overall QWL. This difference is found between the journalists who have journalism background and those who are not. Both these groups responded 'Moderate level' of QWL, but those who have non-journalistic background shows a comparatively higher score of QWL. The mean scores are 90.2881 for journalists possess Diploma in Journalism, 94.4063 for those who have Degree/PG in Journalism and 98.3590 for Other Qualifications.

Experience wise analysis of the level of WLB discovered that there is an increase in the total score of QWL among journalists with higher experiences. More number of years of experience shows increased scores of QWL. The scores shows that the journalists categorized based on years of experience shows a 'Moderate level' of QWL. The significance value of 0.282 is greater than 0.05 and hence the null hypothesis is accepted inferring that no significant difference.

Age wise analysis shows higher scores at higher levels of ages but occupy a 'Moderate level' of QWL. The significance value (0.107) is found greater than 0.05 and the null hypothesis is accepted, suggesting that there is no meaningful difference of QWL among the journalists categorized based on age.

Salary wise analysis of the level of QWL resulted a significance value (0.043) which is lower than 0.05, inferred that there is significant difference among the journalists receiving different scales of salary on the level of QWL. Significant improvement in the level of QWL is observed among high salaried journalists. The mean score analysis revealed that there are higher scores of QWL in case of higher salaried journalists. But overall, the journalists having different scales of salary are experiencing moderate levels of QWL.





**Figure.4.5. Overall QWL based and Selected Demographic Variables**

After examining the Quality of Work Life of the employees, it is relevant to investigate in to the next aspect namely, Occupational Stress. Therefore, the next chapter is of this concern.

## Chapter 5

# Occupational Stress in Mass Media Sector

The Quality of Work Life and its aspects among the journalists in Mass Media sector of Kerala have been analyzed in detail in the previous chapter. The second important aspect to be analysed is the Occupational Stress among the journalists in Kerala. Therefore, the present chapter is an attempt in this direction.

This chapter aims at reviewing the level of occupational Stress among the Employees of Mass media in Kerala. Further, the chapter tries to explore the major stressors affecting the job. These objectives are accomplished through qualitative data analysis and Media wise, Sector wise, Designation Wise, Permanency of Job wise and demographic characteristic wise analysis on the selected variables. The analysis has been carried out with the help of Constant Comparison Method and mathematical and statistical tools like Mean, Standard Deviation, Percentages, ANOVA, Chi-Square test, t-test, Correlation Analysis etc.

### **5.1. Description of Qualitative Analysis**

The Qualitative data gathered through primary survey to achieve the objectives of the study have been analysed with the help of Constant Comparison Method of Qualitative Research. This approach steered to explore the major stressors among the journalists of mass media industry in Kerala. The interview schedule routing journalists composed of 9 open ended questions administered with the direct interaction of the researcher. The interview schedule is given in Appendix II.

### **5.2. Factors Affecting the Occupational Stress in Mass Media Sector**

The Purpose of the analysis is to understand the most significant factors of occupational stress among the journalists in Kerala. The interview transcripts transferred into indicative data chunks for coding is shown in the following table.

Related theme has also remarked in the third column. Details of this approach and its methodological precedence are elaborated in Chapter 1 under Methods/Tools Used.

**Table 5.1**  
**Factors affecting Occupational Stress in Mass Media Sector**

<b>Sl. No.</b>	<b>Indicative Response Sets from Transcripts</b>	<b>Descriptive Code</b>	<b>Emerging Theme</b>
1	Working more than duty time...	Working hours	Time Pressure
2	Work about 24 hours a day		
3	Take excess duty....		
4	Feel overloaded with work...exhausted...	Overtime work	Time Pressure
5	Excessive work compared to remuneration		
6	No convenient leave days...all day work	Holidays	Time Pressure
7	Working on Sundays and even holidays		
8	Leaves not available....		
9	Tight schedule news/programs...	Tension	Time Pressure
10	...fear of completion of work within the time		
11	Last moment rush on news/programs		
12	Irregular work time most often....	Shift System	Time Pressure
13	Work beyond normal shift		
14	Attack at field...attack from many sides...	Field Security	Security & Threat
15	No protection from police etc....		
16	Threat from political parties...		
17	Interference of political leaders	Threats	Security & Threat
18	Work on contract basis...contract jobs increasing..	Job Security	Security & Threat
19	Fear of losing job....no job security		
20	Feel Irregularity in job...		
21	Exclusives/sensations give threat to life	Risk in Work	Security & Threat
22	Risk in covering sensational stories		
23	Office is neat....with A/c....	Work atmosphere	Organisational Ambience
24	necessity of drinking water, ventilation etc.		
25	Equipment shortage is regular....camera.... computer...	Infrastructure	Organisational Ambience
26	Tea at own cost	Welfare Schemes	Organisational Ambience
27	No canteen, free meals etc.		

<b>Sl. No.</b>	<b>Indicative Response Sets from Transcripts</b>	<b>Descriptive Code</b>	<b>Emerging Theme</b>
28	Work ends late. No sleep time...	Sleeplessness	Manifestations
29	Late work causes sleep problems		
30	Not getting rest time .... heavy work	Rest time	Manifestations
31	Blood pressure, head ache and fatigue...	Illness	Manifestations
32	Loss of freshness's due to lack of proper sleep and rest		
33	Biased attitude of management towards some journalists	Discrimination	Enabling Factors
34	Favoritism		
35	Different orders from management and superiors...contradictory	Contradictory Instructions	Enabling Factors
36	Conflict in publishing/airing news		
37	Dilemma in reporting ....		
38	Not even a single word of appreciation		
39	No extra mileage for excellent work performances	Appreciation for Work	Enabling Factors
40	Waiting for permission always....no freedom for news publication or broadcast	Freedom in Decisions	Enabling Factors
41	Decisions are taken at top level only		
42	We always obey		
43	Sensational nature forces to violate professional ethics	Ethics	Enabling Factors
44	Some worse stories sometimes		
45	Travel for long distance as part of reporting	Travel	Home-Work Interface
46	Long travel affects personal and family life		
47	Transfer from bureaus to bureaus	Transfer	Home-Work Interface
48	Difficulty in family life due to transfers		
49	Missing family events...programmes	Time with Family	Home-Work Interface
50	Unable to take care of parents, spouse, children etc.		

<b>Sl. No.</b>	<b>Indicative Response Sets from Transcripts</b>	<b>Descriptive Code</b>	<b>Emerging Theme</b>
51	Dual role of shooting and reporting	Work load	Role Overload
52	Editing and reporting work at the same time		
53	Too much work always.....		
54	Heavy work..... within a short time	Completion Time	Role Overload
55	Rushing work at peak times		
56	Feel works unfinished.....or semi-finished		
57	Updating knowledge is a major challenge	Competency	Role Overload
58	Competition from co-workers and workers in other media		

Three types of codes were evolved here. One is Media Specific, namely, Working hours, Overtime work, Holidays, Shift System, Field Security, Threats, Risk in Work, Rest time, Contradictory Instructions, Appreciation for Work, Freedom in Decisions, Travel, Transfer, Time with family and Work load. The second is Company Specific codes like Discrimination, Job Security, Work atmosphere, Infrastructure and Welfare Schemes. The third one is Journalist specific, such as Tension, Sleeplessness, Illness, Ethics, Completion Time and Competency.

To be more specific about the relative importance of these codes and to finalize the themes, key-word count is done. Two types of counting has been performed here. One is Respondent Exclusive Count and the other is Total Keyword Count. Respondent Exclusive Count specifies how many respondents pointed out the code. This indicates how much the idea is shared among respondents. Total key word counts signify how many times the idea is mentioned by all respondents together which shows the emphasis of the code. It is shown in the table given below.

**Table 5.2**

**Factors affecting Occupational Stress in Mass media Sector: Key word Counts**

No.	Theme of Response	Descriptive Code	Keyword Counts (Respondent exclusive)	Total Keyword counts
1	Time Pressure	Working hours	15	18
		Overtime work	14	16
		Holidays	12	24
		Tension	09	11
		Shift System	12	21
<b>Total Counts for the Theme</b>			<b>62</b>	<b>90</b>
2	Security & Threat	Field Security	10	16
		Threats	07	11
		Job Security	15	31
		Risk in Work	09	14
<b>Total Counts for the Theme</b>			<b>41</b>	<b>72</b>
3	Organisational Ambience	Work atmosphere	09	14
		Infrastructure	07	15
		Welfare Schemes	14	22
<b>Total Counts for the Theme</b>			<b>30</b>	<b>52</b>
4	Manifestations	Sleeplessness	14	20
		Rest time	14	23
		Illness	10	17
<b>Total Counts for the Theme</b>			<b>38</b>	<b>61</b>
5	Enabling Factors	Discrimination	08	11
		Contradictory Instructions	07	18
		Appreciation for Work	07	10
		Freedom in Decisions	10	21
		Ethics	07	08
<b>Total Counts for the Theme</b>			<b>40</b>	<b>70</b>
6	Home-Work Interface	Travel	13	19
		Transfer	14	21
		Time with Family	15	34
<b>Total Counts for the Theme</b>			<b>42</b>	<b>74</b>
7	Role Overload	Work load	15	24
		Completion Time	13	21
		Competency	11	19
<b>Total Counts for the Theme</b>			<b>39</b>	<b>64</b>

From the analysis of 26 codes, it is found that job security, Time with family, work load, holidays and rest time are the most well shared ideas among the journalists working in Kerala. Theme wise examination of the total count revealed that Time Pressure is the most shared theme by the journalists which is evolved from Working hours, over time work, holidays, tension and shift system. Thus the **Time Pressure** is found to be the most important stressor among the journalists.

The second important theme which scored a highest total count is **Home Work Interface** which affects the family life of the journalists also, which includes Travel, Transfer and Time with family and is considered as the next prominent stressor. **Security and Threat** occupies the third place accommodating the codes of Field security, Threats, Job security and Risk in work. **Enabling Factors** covering Discrimination, Contradictory instructions, Appreciation for work, Freedom in Decisions and Media ethics is the fourth factor. Accordingly **Role overload, Manifestations and Organisational ambience** are the remaining influencing themes/stressors.

### 5.3. List of Variables Used for Analysis

From the above method, the following variables have been found relevant to fulfill the objectives of the study. These variables are listed below.

**Table 5.3**  
**Variables of Occupational Stress**

No.	DVs	IVs
DV <sub>1</sub>	Time Pressure	IV <sub>1</sub> . Working hours
		IV <sub>2</sub> . Overtime work
		IV <sub>3</sub> . Holidays
		IV <sub>4</sub> . Tension
		IV <sub>5</sub> . Shift System
DV <sub>2</sub>	Security & Threat	IV <sub>6</sub> . Field Security
		IV <sub>7</sub> . Threats
		IV <sub>8</sub> . Job Security
		IV <sub>9</sub> . Risk in Work
DV <sub>3</sub>	Organisational Ambience	IV <sub>10</sub> . Work atmosphere
		IV <sub>11</sub> . Infrastructure
		IV <sub>12</sub> . Welfare Schemes
DV <sub>4</sub>	Manifestations	IV <sub>13</sub> . Sleeplessness
		IV <sub>14</sub> . Rest time
		IV <sub>15</sub> . Illness
DV <sub>5</sub>	Enabling Factors	IV <sub>16</sub> . Discrimination
		IV <sub>17</sub> . Contradictory Instructions
		IV <sub>18</sub> . Appreciation for Work
		IV <sub>19</sub> . Freedom in Decisions
		IV <sub>20</sub> . Ethics
DV <sub>6</sub>	Home-Work Interface	IV <sub>21</sub> . Travel
		IV <sub>22</sub> . Transfer
		IV <sub>23</sub> . Time with Family
DV <sub>7</sub>	Role Overload	IV <sub>24</sub> . Work load
		IV <sub>25</sub> . Completion Time
		IV <sub>26</sub> . Competency

## 5.4. Discussion of the Results of the Analysis

The results of the analysis based on the above mentioned variables are explained in the following pages.

### 5.4.1. Time Pressure

Time pressure is becoming a progressively prominent feature of work and it is a major factor which affects the thought processes that contribute to creative output of journalists in media. Time pressure stands for the psychological stress coming from having to get things completed in less time than required. It affects the thought processes that donate to creative output in organizations. Some researches done in this aspect revealed that time-pressured people may work faster, get more done, and do better work on straightforward tasks. But time pressure may have a direct negative effect on creativity. It means a feeling of rushed, interrupted and asked to repeat something. As per Cyclopedia Medical Dictionary; 2005 Time pressure refers to the psychological stress resulting from having to get things done in less time than is required or desired.

For the analysis of the dimension of Time Pressure in detail, the aspects like working hours, Overtime work, Holidays, Tension and the Risk of Security are taken. The response of the sample journalists regarding this variable is presented below.

**Table 5.4**

#### **Media Wise Classification of Journalists showing response on Time Pressure**

<b>Type of media</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
TV	153	11.4907	4.14294
Radio	36	13.0278	2.19722
News Paper	161	12.1438	3.80342
Total	350	11.9343	3.85834

Source: Primary Data



**Table 5.5****Analysis of Variance of the scores of Time Pressure with the Type of Media**

	<b>Sum of Squares</b>	<b>DF</b>	<b>Mean Square</b>	<b>F Value</b>	<b>P Value</b>
Between Groups	81.444	2	40.722	2.763	.044*
Within Groups	5114.045	347	14.738		
Total	5195.489	349			

\*Significant @ 0.05 level

Table 5.4 gives details of the level of Time Pressure with regards to the type of media such as whether it is Electronic Media (TV and Radio) or Print media (News Paper). The mean score is low in case of journalists in TV Channels (11.4907) with  $\sigma$  4.14294 and Newspaper organisations (12.1438) with  $\sigma$  3.80342 with regards to Time Pressure meaning that they are experiencing High Stress related to Time Pressure than that of journalists in Radio Stations (13.0278) with  $\sigma$  2.19722 who rated it as 'Moderate'. From the Table-ANOVA, it is clear that the P value is less than 0.05 and the null hypothesis is rejected at 5% significance level implying that there is statistically significant difference among the journalists in different type of media.

**Table 5.6****Sector Wise Analysis of Time Pressure**

<b>Media Sector</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Public Sector	74	14.1892	2.67241
Private Sector	276	11.3297	3.90664

Source: Primary Data

**Table.5.7**  
**Time Pressure and Media Sector -t test**

	Levene's Test for Equality of Variances		t-test for Equality of Means		
	F	Sig.	t	DF	Sig. (2-tailed)
Equal variances assumed	27.292	.000*	5.932	348	.000
Equal variances not assumed			7.339	166.13	.000*

\*Significant @ 0.05 level

The t-test exposed that there is significant difference among the journalists of different sector on the dimension of time pressure. This difference is statistically significant @ 5% level and the null hypothesis of 'No difference' is rejected. The mean score obtained in case of Public Sector Media journalists is 14.1892 ( $\sigma = 2.67241$ ) and in case of Private sector Journalists is 11.3297 ( $\sigma = 3.90664$ ) inferring that the journalists working in private media organisations faces a high time pressure in work than that of journalists working in public sector media organisations namely, All India Radio and Doordarsan.

**Table 5.8**  
**Designation Wise Classification of Journalists on the response on Time Pressure**

Designation	N	Mean	Std. Deviation
Editor	142	11.7042	3.90815
Reporter	144	12.5069	3.70219
Camerapersons	64	11.1563	3.96100
Total	350	11.9343	3.85834

Source: Primary Data

**Table 5.9**

**Analysis of Variance of the scores of Time Pressure with the Designation**

	<b>Sum of Squares</b>	<b>DF</b>	<b>Mean Square</b>	<b>F Value</b>	<b>P Value</b>
Between Groups	81.444	2	40.722	2.763	.064
Within Groups	5114.045	347	14.738		
Total	5195.489	349			

Table.5.8 gives details of the level of Time Pressure with regards to the Designation such as Editors, Reporters and Camerapersons. The mean score is low in case of journalists all these three groups that is 11.7042 in case of editors with  $\sigma$  3.90815, 12.5069 among Reporters with  $\sigma$  3.70219 and 11.1563 among camerapersons with  $\sigma$ 3.96100 implying that they are having ‘High Level’ of time pressure.

From the Table-ANOVA, it is clear that the P value is greater than 0.05 and the null hypothesis is rejected at 5% significance level and hence there is no statistically significant difference among the journalists of different designations with regard to time pressure.

**Table 5.10**

**Permanency Wise Classification of Journalists on the response on Time Pressure**

<b>Permanency of Job</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Permanent	141	11.7021	4.08262
On Probation	38	11.0789	3.68622
On Contract	171	12.3158	3.67739
Total	350	11.9343	3.85834

Source: Primary Data

**Table 5.11****ANOVA- Time Pressure and Permanency of Job**

	<b>Sum of Squares</b>	<b>DF</b>	<b>Mean Square</b>	<b>F Value</b>	<b>P Value</b>
Between Groups	60.289	2	30.144	2.037	.132
Within Groups	5135.200	347	14.799		
Total	5195.489	349			

The above table gives details of the level of Time Pressure with regards to the permanency of job. From the Table-ANOVA, it is clear that the P value is greater than 0.05 and the null hypothesis is accepted at 5% significance level and hence there is no statistically significant difference among the journalists categorized on the basis of permanency of job with regard to time pressure.

The mean score is low in case of journalists all these three groups that is 11.7021 in case of Permanent journalists with  $\sigma$  4.08262, 11.0789 among journalists on Probation with  $\sigma$  3.68622 and 12.3158 among journalists on contract with  $\sigma$  3.67739 implying that permanent employees, employees on probation and contract employees are homogenous in experience of and are having 'High Level' of time pressure.

**Table 5.12****Analysis of Time Pressure based on Experience**

<b>Variables</b>		<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>F value</b>	<b>Sig. value</b>
Experience	No Experience	12	8.7500	3.16587	2.216	.047
	Up to 1 Year	35	12.1143	3.57089		
	1-5 Years	131	12.0076	3.66794		
	6-10 Years	104	12.1827	3.80537		
	Above 10 Years	68	11.8824	4.37267		

Source: Primary Data

The Table.5.12 presents the descriptive statistics and the results of the Analysis of variance done to examine whether there is any significant difference in the opinion of journalists categorized based on Experience on time pressure. The analysis revealed that there is significant difference of opinion among journalists of different years of experience with regard to this dimension. The significance value

of 0.047 is rejected. The descriptive statistics shows that the journalists of no experience faces a ‘Very high’ level of time pressure on their work than others. All the remaining category of journalists falls under the ‘High’ level of time pressure.

#### 5.4.2. Security & Threat

Security and threat associated with the jobs are worsening day by day. Employees are come across with different situations of threat and security in the office and at the out door. There are worry about job security meaning absence of continuity of gainful employment for work life. It is usually rises from the terms of the contract of employment, collective bargaining agreement or labor legislation that prevents arbitrary termination, layoffs, and lockouts. In Media sector, employees face different situations which poses threat and security on their job as well as personally. Mass media employees face threats from society, political parties, terrorist groups, government and so on and they are taking more risky works (news/reports) always. The job security associated with their work is also threatening now a days. This variable is analyzed based four sub variables namely, Field Security, Threats, Job Security and Risk associated with Work.

**Table 5.13**

#### Media Wise Analysis of Security and Threat

Type of media	N	Mean	Std. Deviation
TV	153	9.3137	2.84112
Radio	36	9.0556	2.85802
News Paper	161	10.1677	4.62093
Total	350	9.6800	3.78587

Source: Primary Data

**Table 5.14**

#### Analysis of Variance of the scores of Security & Threat and Type of Media

	Sum of Squares	DF	Mean Square	F Value	P Value
Between Groups	72.858	2	36.429	2.564	.078
Within Groups	4929.302	347	14.205		
Total	5002.160	349			

The above table shows the results of analysis of variance of the scores of Security & Threat with Type of Media. The hypothesis is accepted at 5% level of significance and showed that there is no significant difference among the journalists of three type of media namely TV channels, Radio Stations and News Paper Organizations with regard to security and threat on the job.

The mean score obtained by journalists in TV channels, Radio Stations and Newspaper organisations are 9.3137 (with  $\sigma$  2.84112), 9.0556 (with  $\sigma$  2.85802) and 10.1677 (with  $\sigma$  4.62093) respectively and all these scores indicate that journalists in print as well as electronic media are experiencing ‘High’ level of security and threat. Reporters and cameramen are facing risk and threat during outdoor reporting and are worrying about the security of their job. Political threats are also involved in this profession.

**Table 5.15**

**Sector Wise Classification of Journalists on the Security and Threat**

Media Sector	N	Mean	Std. Deviation
Public Sector	74	10.1486	2.35647
Private Sector	276	9.5543	4.07930

Source: Primary Data

**Table 5.16**

**Security and Threat and Media Sector -t test**

	Levene's Test for Equality of Variances		t-test for Equality of Means		
	F	Sig.	T	DF	Sig. (2-tailed)
Equal variances assumed	3.038	.082*	1.200	348	.231
Equal variances not assumed			1.615	202.697	.108

The results of the t test exposed that no significant difference is found out between the journalists of different media sector on security and threat. The P value (0. 231) is greater than 0.05 and the null hypothesis of no difference is accepted. Journalists working in public media organisations as well as private media organisations faces are homogenous in exposing security and threat. Both these

category of journalists feel about the job security and risk in field reporting. The mean score obtained for public sector journalists is 10.1486 ( $\sigma = 2.35647$ ) and for private sector journalists is 9.5543 ( $\sigma = 4.07930$ ) which means that both these category of journalists face 'High' degree of security and threat.

**Table 5.17**

**Designation Wise Classification of Journalists on the Security and Threat**

Variables	Designation	N	Mean	Std. Deviation	DF	F	Sig.
Security & Threat	Editor	142	9.7394	5.09022	2	.163	.849
	Reporter	144	9.5486	2.48303			
	Cameraperson	64	9.8438	2.70929			
	Total	350	9.6800	3.78587			
Risk of security in outdoor work	Editor	142	2.6127	4.54894	2	.188	.829
	Reporter	144	2.4514	1.06980			
	Cameraperson	64	2.3594	1.02921			
	Total	350	2.5000	3.00501			
Threat on political grounds	Editor	142	2.6831	1.18123	2	.225	.798
	Reporter	144	2.6250	1.13356			
	Cameraperson	64	2.7344	1.02728			
	Total	350	2.6686	1.13243			
Worry on job security	Editor	142	2.1620	1.12128	2	5.447	.005
	Reporter	144	2.3611	1.09424			
	Cameraperson	64	2.7188	1.18815			
	Total	350	2.3457	1.13699			
Taking more risk in work	Editor	142	2.2817	.99193	2	1.951	.144
	Reporter	144	2.1111	.86187			
	Cameraperson	64	2.0313	1.02305			
	Total	350	2.1657	.94912			

Source: Primary Data

Table 5.17 shows the results of analysis of variance of the scores of Security & Threat and Designation. The hypothesis is accepted at 5% level of significance

and showed that there is no significant difference among the journalists of different designations on the security and threat in the job. The mean score obtained for Editors, Reporters and Cameraperson are 9.7394 (with  $\sigma$  5.09022), 9.5486 (with  $\sigma$  2.48303) and 9.8438 (with  $\sigma$  2.70929) respectively and these scores indicate that journalists in all designations are experiencing 'High' level of security and threat. Reporters and cameramen are facing risk and threat during outdoor reporting and are worrying about the security of their job.

A significant difference is found on the element of worry on job security. The Significance value of 0.005 is rejected here and the null hypothesis is rejected. To test this significance in detail a post-hoc test is applied and the result is presented below.

**Table 5.18**  
**Post Hoc Test- Security and Threat and Designation**

Tukey HSD						
(I) Designation	(J) Designation	Mean Difference (I-J)	Std. Error	Sig.	95 % Confidence Interval	
					Lower Bound	Upper Bound
Editor	Reporter	-.19914	.13279	.292	-.5117	.1134
	Camerapersons	-.55678*	.16904	.003	-.9547	-.1589
Reporter	Editor	.19914	.13279	.292	-.1134	.5117
	Camerapersons	-.35764	.16868	.087	-.7547	.0394
Camerapersons	Editor	.55678*	.16904	.003	.1589	.9547
	Reporter	.35764	.16868	.087	-.0394	.7547

Table 5.18 analyzed the post hoc test relating to the security and threat and designation. Though the ANOVA rejects the null hypothesis and reported there is significant difference among the journalists in different designation with regard to security and threat, post-hoc test resulted that there is no significance difference between Editors and Reporters and between Reporters and Camerapersons. The difference is only between Editors and Camerapersons with respect to security and threat.



**Table 5.19**  
**Permanency Wise Analysis of Security and Threat**

<b>Permanency of Job</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Permanent	141	10.4211	2.66744
On Probation	38	9.3759	2.74783
On Contract	171	9.7661	4.63151
Total	350	9.6800	3.78587

Source: Primary Data

**Table 5.20**  
**Analysis of Variance of the scores of Security & Threat and Permanency of Job**

	<b>Sum of Squares</b>	<b>DF</b>	<b>Mean Square</b>	<b>F Value</b>	<b>P Value</b>
Between Groups	35.176	2	17.588	1.229	.044*
Within Groups	4966.984	347	14.314		
Total	5002.160	349			

\*Significant @ 0.05 level

In the Table.5.19, the mean score regarding the Organisational Ambience and Permanency of Job are given. The mean score corresponding to Permanent Journalists is 10.4211 ( $\sigma = 2.66744$ ) which is higher than that of Journalists on Probation which has a score of 9.3759 ( $\sigma = 2.74783$ ) and Journalists on contract having a score of 9.7661 ( $\sigma = 4.63151$ ) which means that the Permanent Journalists face ‘Moderate’ level of security and the remaining two categories of employees such as Journalists on contract and Journalists on Probation experience a ‘High’ level of security and threat.

The Table.5.20 gives the analysis result of ANOVA, indicates that the P value (0.044) is less than 0.05 and the hypothesis of no difference is rejected at 5% level of significance and hence there is significant difference among the journalists categorized based on permanency regarding the dimension of Security and Threat. Permanent Journalists face only a moderate amount of risk of security in outdoor

work and they are not much worrying about the security in their job than that of other two groups of journalists.

### 5.4.3. Organisational Ambience

Generally employees spend more time in work place. Workplace ambience is a serious issue in today's working environment. It is imperative to feel greeted and comfortable at such a place. Workplace ambience is critical in keeping employees happy. Though ambience and facilities may seem as add-ons in the area of employee welfare and well-being, organisations need to put in conscious efforts to bring in these elements benchmarked with best practices in order to keep their employees happy, motivated and committed. Organisational environment should be designed in such a way with plenty of natural light, ventilation, neatness etc. The impact of these is very clearly visible in terms of our high engagement scores and low employee attrition.

The absence of good organisational ambience makes the employees demotivated and it will adversely affect their creativity and output and is crucial factor of employee attrition. Organisational environment should fully equip with lighting, ventilation, neatness etc. The total score of organisational ambience is found out by analyzing the sub variables such as Work atmosphere, Infrastructure and other Welfare Schemes.

**Table 5.21**  
**Media Wise analysis of Organisational Ambience**

<b>Type of media</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
TV	153	7.8477	2.33055
Radio	36	7.9444	2.46048
News Paper	161	7.8776	2.57303
Total	350	7.8743	2.46980

Source: Primary Data

**Table 5.22****ANOVA- Organisational Ambience and Type of Media**

	<b>Sum Squares</b>	<b>of DF</b>	<b>Mean Square</b>	<b>F Value</b>	<b>P Value</b>
Between Groups	32.118	2	16.059	2.658	.072
Within Groups	2096.750	347	6.043		
Total	2128.869	349			

The mean score obtained on the dimension of Organisational Ambience and the Type of Media revealed that in journalists working in TV channels, Radio stations and Newspaper organisations are having ‘Moderate’ organisational ambience. The respective means scores are TV channels 7.8477 (with  $\sigma$  2.33055), Radio Stations 7.9444 (with  $\sigma$  2.46048) and the Newspaper organisations 7.8776 (with  $\sigma$  2.57303). Summary of the ANOVA table revealed that the P value is greater 0.05 and hence the null hypothesis is accepted implying that there is no significant difference among journalists in radio stations, TV channels and Newspaper organizations with regard to organisational ambience. They rated a moderate working environment and infrastructural facilities. But their satisfaction on the present welfare facilities is low.

**Table 5.23****Designation Wise analysis of Organisational Ambience**

<b>Designation</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Editor	142	7.5704	2.54156
Reporter	144	7.5972	2.26348
Camerman/Photographer	64	7.0781	2.73893
Total	350	7.6743	2.46980

Source: Primary Data

**Table 5.24****ANOVA- Organisational Ambience and Designation**

	Sum of Squares	DF	Mean Square	F Value	P Value
Between Groups	32.100	2	16.022	2.857	.059
Within Groups	2100.750	347	7.034		
Total	2132.850	349			

In the Table 5.23 the mean score regarding the Organisational Ambience and Designation are enlisted. Journalists in all category are rated their stress due to organisational ambience as 'high' with a mean score of 7.5704 ( $\sigma = 2.54156$ ) for Editors, 7.5972 ( $\sigma = 2.26348$ ) for Reporters and 7.0781 ( $\sigma = 2.73893$ ) for camerapersons. The Table.5.24 gives the analysis result of ANOVA, indicates that the P value is greater than 0.05 and the hypothesis of no difference is accepted at 5% level of significance and hence there is no significant difference among the journalists of various designations regarding the matter of organisational ambience.

**Table 5.25****Analysis of Organisational Ambience based on Salary**

Variables		N	Mean	Std. Deviation	F value	Sig. value
Salary	Up to Rs.10,000	99	6.9394	2.35960	4.561	.000
	Rs.10,001-20,000	136	8.2426	2.14820		
	Rs.20,001-30,000	68	7.9412	2.90590		
	Rs.30,001-40,000	27	7.7407	2.59574		
	Rs.40,001-50,000	5	6.4000	1.51658		
	Above Rs.50,000	15	6.4667	2.35635		

Source: Primary Data

The above table shows the descriptive statistics and the results of the Analysis of variance done to examine whether there is any significant difference in the opinion of journalists categorized based on Salary on the Organisational

Ambience. The significance value which is below 0.05 and the null hypothesis is rejected. There found a meaningful difference among journalists of different salary range on the view of their organisational ambience. For determining this difference a post hoc test is applied and the result is summarized below.

**Table 5.26**  
**Post-Hoc Test- Monthly Salary and Organisational Ambience**

Tukey HSD						
(I) Monthly Salary	(J) Monthly Salary	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Up to Rs.10,000	10,001-20,000	-1.30325*	.31828	.001**	-2.2154	-.3911
	20,001-30,000	-1.00178	.37944	.091	-2.0892	.0856
	30,001-40,000	-.80135	.52305	.644	-2.3003	.6976
	40,001-50,000	.53939	1.10426	.997	-2.6253	3.7040
	Above 50,000	.47273	.66749	.981	-1.4402	2.3857
Rs.10,001-20,000	Up to 10,000	1.30325*	.31828	.001**	.3911	2.2154
	20,001-30,000	.30147	.35781	.959	-.7240	1.3269
	30,001-40,000	.50191	.50757	.921	-.9527	1.9565
	40,001-50,000	1.84265	1.09701	.546	-1.3012	4.9865
	Above 50,000	1.77598	.65544	.076	-.1024	3.6544
Rs.20,001-30,000	Up to 10,000	1.00178	.37944	.091	-.0856	2.0892
	10,001-20,000	-.30147	.35781	.959	-1.3269	.7240
	30,001-40,000	.20044	.54800	.999	-1.3701	1.7709
	40,001-50,000	1.54118	1.11629	.739	-1.6580	4.7403
	Above 50,000	1.47451	.68722	.267	-.4950	3.4440
Rs.30,001-40,000	Up to 10,000	.80135	.52305	.644	-.6976	2.3003
	10,001-20,000	-.50191	.50757	.921	-1.9565	.9527
	20,001-30,000	-.20044	.54800	.999	-1.7709	1.3701
	40,001-50,000	1.34074	1.17291	.863	-2.0207	4.7021
	Above 50,000	1.27407	.77581	.571	-.9493	3.4974
Rs.40,001-50,000	Up to 10,000	-.53939	1.10426	.997	-3.7040	2.6253
	10,001-20,000	-1.84265	1.09701	.546	-4.9865	1.3012
	20,001-30,000	-1.54118	1.11629	.739	-4.7403	1.6580
	30,001-40,000	-1.34074	1.17291	.863	-4.7021	2.0207
	Above 50,000	-.06667	1.24406	1.000	-3.6320	3.4986
Above Rs.50,000	Up to 10,000	-.47273	.66749	.981	-2.3857	1.4402
	10,001-20,000	-1.77598	.65544	.076	-3.6544	.1024
	20,001-30,000	-1.47451	.68722	.267	-3.4440	.4950
	30,001-40,000	-1.27407	.77581	.571	-3.4974	.9493
	40,001-50,000	.06667	1.24406	1.000	-3.4986	3.6320

\* The mean difference is significant at the 0.05 level, \*\* Rejected

From the above table the result of the Tukey HSD test revealed a significance value (0.001) which is less than in the case of journalists earning a salary up to Rs.10,000 and journalists whose monthly salary between 10,000 and 20,000. This gives an inference that significant difference is observed between low salary groups in mass media sector in the view of organisational ambience.

**Table 5.27**  
**Sector wise Analysis of Organisational Ambience**

Media Sector	N	Mean	Std. Deviation
Public Sector	74	7.9351	2.35584
Private Sector	276	6.7848	2.50351

Source: Primary Data

**Table 5.28**  
**Organisational Ambience and Media Sector -t test**

	Levene's Test for Equality of Variances		t-test for Equality of Means		
	F	Sig.	t	DF	Sig (2-tailed)
Equal variances assumed	.397	.529	.153	348	.048*
Equal variances not assumed			.159	120.955	.874

\*Significant @ 0.05 level

In order to check whether the journalists of different media sector significantly differ in organisational ambience, t-test at 5% level of significance is applied and the results are summarized in Table. The test revealed the P value (0.048) is less than 0.05 and the null hypothesis is rejected at 5% level of significance and inferred that there is significant difference among the journalists working in Public and private media organisations in organisational ambience. Mean Score for public media journalists regarding organisational ambience is 7.9351 (with  $\sigma$  2.35584) and private media journalists is 6.7848 (with  $\sigma$  2.50351) which implies

that journalists of private media journalists faces ‘High’ degree of organisational ambience problems than that of public media journalists where it is in ‘Moderate’.

**Table 5.29**  
**Permanency of Job Wise Analysis of Organisational Ambience**

<b>Permanency of Job</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Permanent	141	7.9291	2.76107
On Probation	38	6.7368	2.42380
On Contract	171	7.6725	2.17156
Total	350	7.6743	2.46980

Source: Primary Data

**Table 5.30**  
**ANOVA- Organisational Ambience and Permanency of Job**

	<b>Sum of Squares</b>	<b>DF</b>	<b>Mean Square</b>	<b>F Value</b>	<b>P Value</b>
Between Groups	42.549	2	21.274	3.538	.030*
Within Groups	2086.320	347	6.012		
Total	2128.869	349			

\*Significant @ 0.05 level

The above table shows the results of analysis of variance of the Organisational Ambience and Permanency of Job. The hypothesis is rejected at 5% level of significance and showed that there is significant difference among the journalists categorized based on permanency of job in the dimension of Organisational Ambience. The mean score obtained for permanent Journalists, Journalists on Probation and contract Journalists are 7.9291 (with  $\sigma$  2.76107), 6.7368 (with  $\sigma$  2.42380) and 7.6743 (with  $\sigma$  2.17156) respectively and it implies that even though all these groups of are rated ‘High’ level stress due to organisational ambience, they are significantly different.

For making this difference more strong, the result of the Tukey HSD Post hoc test is scrutinized below.

**Table 5.31**

**Tukey's HSD Post Hoc Test- Organisational Ambience and Permanency of Job**

Tukey HSD						
(I) Permanency of Job	(J) Permanency of Job	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Permanent	On Probation	1.19224*	.44818	.022	.1373	2.2472
	On Contract	.25656	.27893	.628	-.4000	.9131
On Probation	Permanent	-1.19224*	.44818	.022	-2.2472	-.1373
	On Contract	-.93567	.43975	.086	-1.9708	.0994
On Contract	Permanent	-.25656	.27893	.628	-.9131	.4000
	On Probation	.93567	.43975	.086	-.0994	1.9708

\* The mean difference is significant at the 0.05 level.

From the analysis of Post-hoc table, it can be understood that the dimension of organisational ambience is significantly different between permanent employees and employees on probation (Significance Value is 0.022 and is rejected at 5% level). Permanent employees and Employees on contract have no significant difference in the view on Organisational Ambience. Permanent employees and Employees on contract believe that they are having a poor organisational ambience like working environment, infrastructure facilities, welfare schemes etc. and the probationary journalists have no such worries.

**5.4.4. Manifestations**

Stress affects all facets of life, including emotions, behaviors, thinking ability, and physical health extending to hair, teeth, skin, memory, concentration skills, and even how well we sleep. Excess stress can manifest itself in a variety of



emotional, behavioral, and even physical manifestations. Extreme stress harmfully affects health, productivity and family relations. Occupational stress affects the physical and psychological well-being of an employee. This will result heart diseases, hypertension, peptic ulcers, sickness, alcoholism, depression, suicidal tendencies, and anxiety as well as other mental disorders. Physical symptoms like sleep disturbance, changes in sleeping habits, muscle tension, muscle aches, headache, gastrointestinal problems, and fatigue. Symptoms of many preexisting medical conditions can also worsen during times of stress. Emotional and behavioral symptoms include nervousness, anxiety, changes in eating habits, loss of enthusiasm or energy, and mood changes, like irritability and depression. For analyzing the Manifestations three sub variables such as Sleeplessness, Rest time and Illness are used.

**Table 5.32**  
**Media Wise Analysis of Stress Manifestations**

<b>Variables</b>	<b>Type of Media</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>DF</b>	<b>F</b>	<b>Sig.</b>
<b>Manifestations</b>	TV	153	7.8562	2.50373	2	2.198	.113
	Radio	36	8.6389	2.12674			
	News Paper	161	7.7205	2.31087			
	Total	350	7.6743	2.38817			
Faces the situation of sleeplessness	TV	153	2.6667	1.25132	2	3.663	.027
	Radio	36	3.1944	1.32707			
	News Paper	161	2.6025	1.10837			
	Total	350	2.6914	1.20490			
Not getting enough time to relax	TV	153	2.5556	1.21335	2	1.262	.284
	Radio	36	2.8611	1.45706			
	News Paper	161	2.7143	1.10921			
	Total	350	2.6600	1.19519			
Job causes physical & mental illness	TV	153	2.6340	1.04347	2	1.775	.171
	Radio	36	2.5833	1.07902			
	News Paper	161	2.4037	1.15855			
	Total	350	2.5229	1.10394			

Source: Primary Data

The results shown by the Table5.32 revealed that the mean score for Manifestations are concentrated in a High level (except in case of Radio) and hence the journalists in Television channels and Newspaper organizations have a high level

of stress manifestations meaning that they are experiencing sleeplessness and are not getting enough relaxation time which causes sometimes physical as well as mental illness to them. Summary of the analysis of variance identified that since the P value is greater than 0.05, the null hypothesis is accepted and hence there is no significant difference in the manifestations among the journalists working in different media organizations. But the item wise analysis showed that there is significant difference among journalists in different type of media organisations with regard to Sleeplessness. The significance value (0.027) is found to be low and the null hypothesis is rejected. The difference is clearly depicted in the Post hoc table presented below.

**Table 5.33**  
**Tukey’s HSD Post Hoc Test- Sleeplessness and Type of Media**

Tukey HSD						
(I) Type of Media	(J) Type of Media	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
TV	Radio	-.52778*	.22151	.047	-1.0492	-.0064
	News Paper	.06418	.13501	.883	-.2536	.3820
Radio	TV	.52778*	.22151	.047	.0064	1.0492
	News Paper	.59196*	.22046	.051	.0730	1.1109
News Paper	TV	-.06418	.13501	.883	-.3820	.2536
	Radio	-.59196*	.22046	.051	-1.1109	-.0730

\* The mean difference is significant at the 0.05 level.

By interpreting the results of post hoc table, it is found a low significance value of .047 between journalists in TV channels and Radio Stations and the null hypothesis is rejected. It implies that there is difference of opinion regarding the situation of sleeplessness in job between journalists working in TV channels and Radio stations. Journalists in Radio stations scored a mean value of 3.1944 with  $\sigma$  1.32707 meaning that they are facing a ‘moderate’ situations of sleeplessness. On

the other hand TV journalists face ‘high’ level of sleeplessness due to their work. They have to work for long hours without sleep and rest both in studios and in field.

**Table 5.34**  
**Analysis of Manifestation based on Media Sector.**

<b>Variables</b>	<b>Media Sector</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>t</b>	<b>DF</b>	<b>Sig.</b>
<b>Manifestations</b>	Public Sector	74	9.6438	1.96051	8.374	127.817	.000
	Private Sector	276	7.4079	2.27216			
Faces the situation of sleeplessness	Public Sector	74	3.5616	.97163	8.251	130.986	.000
	Private Sector	276	2.4621	1.15604			
Not getting enough time to relax	Public Sector	74	3.2192	1.30434	4.623	348	.000
	Private Sector	276	2.5126	1.12160			
Job causes physical & mental illness	Public Sector	74	2.8630	1.05824	2.993	348	.003
	Private Sector	276	2.4332	1.10009			

Source: Primary Data

The Table.5.34 gives the details of mean score with standard deviation and the values of ANOVA with regard to the variable Manifestations and its elements perceived by journalists of public and private media sector. Total score corresponding to the variable manifestations revealed that journalists in public media (a high score of 9.6438) are having only a moderate stress manifestations than that of in private media (low score of 7.4079) who rated it as ‘High’. The table ANOVA presented the significance values with less than 0.05 and made a substance to this finding that there is significance difference between journalists of public media and private media. Element wise analysis also signifies this which means that public sector journalists have only moderate situations for sleeplessness, lack of

relaxation and physical and mental illness than private sector journalists. Duty time in public media is almost fixed and there are fewer chances for working beyond normal hours. They get sufficient number of holidays and off days.

**Table 5.35**  
**Designation Wise Analysis of the response on Manifestation**

<b>Designation</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Editor	142	7.8169	2.50848
Reporter	144	7.0556	2.42013
Cameraman/Photographer	64	7.5938	2.01359
Total	350	7.7743	2.38817

Source: Primary Data

**Table 5.36**  
**ANOVA-Manifestations and Designation**

	<b>Sum of Squares</b>	<b>DF</b>	<b>Mean Square</b>	<b>F Value</b>	<b>P Value</b>
Between Groups	24.904	2	12.452	2.198	.113
Within Groups	1965.565	347	5.664		
Total	1990.469	349			

The mean score obtained in the analysis of the relationship of Manifestations with the journalists of different designations naked that everyone is rated 'High' Manifestations in the job which causes stress to them. The mean score for Editors is 7.8169 ( $\sigma = 2.50848$ ), Reporters is 7.0556 ( $\sigma = 2.42013$ ) and Camerapersons is 7.5938 ( $\sigma = 2.01359$ ) which are come under the category of 'High'.

The results of ANOVA made a foundation to this finding that there is no significant difference among the journalists in different designations with regard to the Manifestations.

It gave a conclusion that all journalist employees are having the manifestations due to sleeplessness, lack of relaxation time etc.

**Table 5.37**  
**Gender Wise Analysis of the response on Manifestation**

<b>Variables</b>	<b>Gender</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>t</b>	<b>DF</b>	<b>Sig. (2-tailed)</b>
<b>Manifestations</b>	Male	238	7.5756	2.22958	- 3.281	190.89	.001
	Female	112	8.5089	2.59242			
Faces the situation of sleeplessness	Male	238	2.6050	1.17440	- 1.963	348	.050
	Female	112	2.8750	1.25292			
Not getting enough time to relax	Male	238	2.4916	1.17190	- 3.921	348	.000
	Female	112	3.0179	1.17006			
Job causes physical & mental illness	Male	238	2.4790	1.13887	- 1.126	239.68	.261
	Female	112	2.6161	1.02444			

Source: Primary Data

The above table is devoted to present the descriptive statistics and values of t test between male and female journalists with regard to manifestations of stress they experience in the work environment. The test resulted a significance value of 0.001 which leads the rejection of null hypothesis and implying that there is significant difference between male and female journalists in respect of manifestations of stress. The mean score obtained is 8.5089 among female journalists and it means that they are having a moderate level of stress manifestations than male journalists, who rated it as high with a score of 7.5756. They differ in each element of the manifestations such as Sleeplessness, absence of time to relax and physical and mental illness as the t values found less.

**Table 5.38**  
**Permanency Wise Analysis of the response on Manifestation**

<b>Permanency of Job</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Permanent	141	7.7234	2.04278
On Probation	38	7.2368	2.57256
On Contract	171	8.1404	2.57891
Total	350	7.8743	2.38817

Source: Primary Data

**Table 5.39**  
**ANOVA-Manifestations and Permanency of Job**

	<b>Sum of Squares</b>	<b>DF</b>	<b>Mean Square</b>	<b>F Value</b>	<b>P Value</b>
Between Groups	30.756	2	15.378	2.723	.047*
Within Groups	1959.713	347	5.648		
Total	1990.469	349			

\*Significant @ 0.05 level

In the above table, mean score corresponding to Journalists on Contract found to be Moderate ( $\bar{x} = 8.1404$  with  $\sigma 2.57891$ ). It is 7.7234 in case Permanent Journalists with  $\sigma 2.04278$  and 7.2368 for Journalists on Probation with  $\sigma 2.57256$  and are rated as 'High'. In nutshell, the stress due to manifestations is 'High' among Permanent Journalists and Journalists on Probation while it is 'Moderate' among Journalists on Contract.

The results of the analysis (One-Way ANOVA) indicate that there is a significant difference in the dimension of manifestations among the journalists categorized based on permanency and the null hypothesis is rejected at 5% level of significance.

### 5.4.5. Enabling Factors

A task for managers is to recognize the drivers of high performance and what the need to focus on for the escalation of employee performance and thereby organisational efficiency. Enabling factors are forces that facilitate or impede employees, or environmental change grounded on their level of accessibility. These factors are linked to success and can be called as "employment success facilitators". As far as the mass media is concerned, Discrimination, Contradictory Instructions, Appreciation for Work, Freedom in Decisions, Media Ethics are found to be imperative.

Employment in media is basically deals with one's knowledge and creativity and any type of disturbances would adversely affect their work and output. For the purpose of analysis, five sub variables taken here, namely, Discrimination, Contradictory Instructions, Appreciation for Work, Freedom in Decisions and Media Ethics.

**Table 5.40**  
**Media Wise Analysis of Enabling Factors**

Type of media	N	Mean	Std. Deviation
TV	153	12.0588	3.16900
Radio	36	8.6667	2.58567
News Paper	161	12.6335	4.22299
Total	350	12.1800	3.68209

Source: Primary Data

**Table 5.41**  
**ANOVA- Enabling Factors and Type of Media**

	<b>Sum of Squares</b>	<b>DF</b>	<b>Mean Square</b>	<b>F Value</b>	<b>P Value</b>
Between Groups	117.811	2	58.905	4.430	.013*
Within Groups	4613.849	347	13.296		
Total	4731.660	349			

\*Significant @ 0.05 level

In the Table.5.40, the mean score regarding the Enabling Factors of journalists are enlisted. Journalists in Radio stations are rated stress due to Enabling Factors as ‘Very high’ with a mean score of 8.6667 ( $\sigma = 2.58567$ ) compared to the TV channels ( $\bar{x}=12.0588$  and  $\sigma = 3.16900$ ) and Newspaper organization with mean score of 12.6335 and  $\sigma 4.22299$ .

The Table.5.41 gives the analysis result of ANOVA, indicates that the P value is less than 0.05 and the hypothesis is rejected at 5% level of significance and hence there is significant difference among the journalists of various type of media regarding the stress due to enabling factors and this difference is statistically imperative.

Journalists in the Radio Media have no freedom to take individual decisions regarding the work and they are not enjoying any appreciation from their superiors regarding excellent performances. Print and TV journalists have only limited freedom in decision making and they are also lacking the appreciation from superiors. They feel discrimination and favoritism in the organisation and in most cases compelled to violate media ethics in news stories.



**Table 5.42**

**Analysis of Enabling Factors based on Media Sector**

<b>Variables</b>	<b>Media Sector</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>t</b>	<b>DF</b>	<b>Sig.</b>
<b>Enabling Factors</b>	Public Sector	74	11.6027	2.85161	1.794	149.306	.075
	Private Sector	276	12.3321	3.86148			
Discrimination & Favoritism in the organisation	Public Sector	74	1.8904	.84264	4.726	152.758	.000
	Private Sector	276	2.4621	1.16540			
Contradictory instructions from superiors	Public Sector	74	2.4110	.84715	.481	151.463	.631
	Private Sector	276	2.4693	1.16250			
Lack of appreciation for good work	Public Sector	74	2.4247	.94160	1.057	137.747	.292
	Private Sector	276	2.5632	1.17976			
No freedom to take decisions on own work	Public Sector	74	1.9041	.88450	3.759	146.675	.000
	Private Sector	276	2.3755	1.17793			
Fails to follow Professional Ethics	Public Sector	74	2.9726	1.07977	3.652	348	.000
	Private Sector	276	2.4621	1.05784			

Source: Primary Data

Sector wise analysis of enabling factors reflected a finding that there is no significant between the journalists of public and private sector in this respect. The significance value 0.075 is greater than 0.05 and the null hypothesis of no difference is accepted. The mean score corresponding to public sector is 11.6027 with  $\sigma$  2.85161 and private sector is 12.3321 with  $\sigma$  3.86148 which means that both these

group of respondents rated absence of enabling factors as 'high'. Element wise analysis resulted a significant difference between these groups on Discrimination & Favoritism, freedom to take decisions on own work and failure to follow Professional Ethics. There found no difference among journalists in different media sector in respect of contradictory instructions from superiors and lack of appreciation for good work.

**Table 5.43**  
**Analysis of Enabling Factors based on Designation**

<b>Designation</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Editor	142	13.6479	3.66156
Reporter	144	11.9653	3.44672
Cameraman/Photographer	64	11.6250	4.14997
Total	350	12.8800	3.68209

Source: Primary Data

**Table 5.44**  
**ANOVA- Enabling factors and Designation**

	<b>Sum of Squares</b>	<b>DF</b>	<b>Mean Square</b>	<b>F Value</b>	<b>P Value</b>
Between Groups	117.811	2	58.905	4.430	.013*
Within Groups	4613.849	347	13.296		
Total	4731.660	349			

\*Significant @ 0.05 level

In the above table, mean score corresponding to Editors found to be Moderate ( $\bar{x}$  =13.6479 with  $\sigma$  3.66156) and is 11.9653 in case of Reporters  $\sigma$  3.44672 and 11.6250 for Camerapersons with  $\sigma$  4.14997 and are in High level. In nutshell the dimension of stress due to enabling factors in the work environment is 'High' among Reporters and camerapersons and it is 'Moderate' among Editors.

The results of the analysis (One-Way ANOVA) indicate that there is a significant difference in the dimension of enabling factors among the journalists employed in different designations and the null hypothesis is rejected at 5% level of significance.

Editors feel that there is no chance of discrimination and favoritism in the organisation and they have enough freedom in taking decisions in their work. In contradiction to this opinion, the Reporters and camera persons opined that they are facing discrimination and absence of freedom in decision making and are sometimes forced to follow contradictory instructions from their superior officers. No scope for a good word from the higher level officers for their good work.

**Table 5.45**  
**Permanency Wise Analysis of Enabling Factors**

<b>Permanency of Job</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Permanent	141	12.3617	4.27497
On Probation	38	11.7895	3.91227
On Contract	171	11.8947	3.04293
Total	350	12.1800	3.68209

Source: Primary Data

**Table 5.46**  
**ANOVA- Enabling factors and Permanency of Job**

	<b>Sum of Squares</b>	<b>DF</b>	<b>Mean Square</b>	<b>F Value</b>	<b>P Value</b>
Between Groups	32.686	2	16.343	1.207	.030*
Within Groups	4698.974	347	13.542		
Total	4731.660	349			

\*Significant @ 0.05 level

In order to check whether the three groups of journalists are independent or not regarding the dimension of manifestations, an ANOVA is done. The resulted P

value (0.030) is less than 0.05 and hence the null hypothesis is rejected @ 5% level of significance which means that even though the three groups of journalists rated the stress due to Enabling Factors is 'High', there is significant difference among the Permanent journalists, Journalists on Probation and Journalists on Contract in this dimension.

The mean score obtained in the analysis are 12.3617 ( $\sigma = 4.27497$ ), 11.7895 ( $\sigma = 3.91227$ ) and 11.8947 ( $\sigma = 3.04293$ ) in case of Permanent journalists, Journalists on Probation and Journalists on Contract respectively implying that all these groups of employees expose 'High' stress due to enabling factors.

**Table 5.47**  
**Tukey's HSD Post Hoc Test- Enabling factors and Permanency of Job**

Tukey HSD						
(I) Permanency of Job	(J) Permanency of Job	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Permanent	On Probation	-.42777	.67261	.800	-2.0110	1.1554
	On Contract	.46697	.41861	.045	-.5184	1.4523
On Probation	Permanent	.42777	.67261	.800	-1.1554	2.0110
	On Contract	.89474	.65996	.365	-.6587	2.4482
On Contract	Permanent	-.46697	.41861	.045	-1.4523	.5184
	On Probation	-.89474	.65996	.365	-2.4482	.6587

\* The mean difference is significant at the 0.05 level.

Post-hoc table revealed that there is significant difference between Permanent Journalists and Journalists on Contract (Significance Value is 0.045 and is rejected at 5% level). No difference of opinion is found between Permanent Journalists and Journalists on probation and between Contract Journalists and Journalists on Probation. Journalists employed on contract basis experience more stress due to enabling factors than that of journalists employed permanently.

### 5.4.6. Home-Work Interface

The pressure of an increasingly challenging work culture in the mass media sector is one of the biggest and most pressing challenges to be tackled. The cumulative effect of enlarged working hours is having a significant effect on the lifestyle of a huge number of journalists, which is likely to prove harmful to their mental well-being.

Work–life interface is the juncture of work and private life. It is the extent to which an individual is equally engaged in and equally satisfied with his or her work role and family role. Home-work interface includes satisfaction/dissatisfaction and good/bad functionality at work, as well as at home with a minimum of role conflicts. When an imbalance or interference occurs between work and family (or non-work) roles for an individual this can result in conflict. The major aspects analyzed here are frequent travel, frequent transfers and the busy nature of work.

**Table 5.48**

**Media Wise Analysis of Home-Work Interface**

Type of media	N	Mean	Std. Deviation
TV	153	7.6275	3.09686
Radio	36	9.1111	2.49317
News Paper	161	7.2609	2.92302
Total	350	7.6114	3.00103

Source: Primary Data

**Table 5.49**

**ANOVA-Home-Work Interface and Type of Media**

	Sum of Squares	DF	Mean Square	F Value	P Value
Between Groups	100.791	2	50.395	5.748	.004*
Within Groups	3042.364	347	8.768		
Total	3143.154	349			

\*Significant @ 0.05 level

The mean score obtained on the dimension of Home-Work Interface and Type of Media revealed that a ‘High level’ of Home-Work Interface is found among the journalists in Newspaper organisations ( $\bar{x}$  =7.2609,  $\sigma$  = 2.92302) and TV Channels ( $\bar{x}$  =7.6275,  $\sigma$  = 3.09686). In Radio stations the journalists have a ‘Moderate Level’ of Home-work Interface with  $\bar{x}$  9.1111 and  $\sigma$  2.49317.

Summary of the ANOVA table revealed that the P value is less than 0.05 and hence the null hypothesis is rejected implying that the difference among the journalists in Radio stations, TV channels and Newspaper organizations with regard to Home-Work Interface is statistically significant. Reporters and camerapersons in Television channels and newspapers are bound to travel frequently in order to cover news in various locations and they felt that it affects their family life adversely. Frequent transfers in both these media also act as a barrier in the family life of journalists. In contradiction to these public sector media organisations namely AIR and DD News have less avenues for travel and job transfers.

**Table 5.50**  
**Analysis of Home-Work Interface based on Media Sector.**

Variables	Media Sector	N	Mean	Std. Deviation	t	DF	Sig.
Home-Work Interface	Public Sector	74	9.8767	2.26658	9.031	140.038	.000
	Private Sector	276	7.0144	2.88672			
Frequent travel affecting family life	Public Sector	74	3.6438	.75222	10.733	178.327	.000
	Private Sector	276	2.4260	1.19135			
Frequent transfers affecting family life	Public Sector	74	3.1370	1.23957	4.547	348	.000
	Private Sector	276	2.4368	1.15179			
Inadequate time to spend with family	Public Sector	74	3.0959	1.08224	6.549	348	.000
	Private Sector	276	2.1516	1.09946			

Source: Primary Data

Sector wise analysis of home-work interface reflected a verdict that there is significant between the journalists of public and private sector in this respect. The significance value 0.000 is less than 0.05 and the null hypothesis of no difference is rejected. The mean score corresponding to public sector is 9.8767 with  $\sigma$  2.26658 inferring that journalists in this sector experience only a 'Moderate' level of home-work interface. On the other hand the score obtained for private sector is 7.0144 with  $\sigma$  2.88672 which means that this group of respondents rated home-work interface as 'high'. Element wise analysis resulted a significant difference between these groups on and they opined that frequent travel associated with job and transfers affects their family life and are not getting sufficient time to spend with their family.

**Table 5.51**  
**Analysis of Home-Work Interface**  
**based on Gender, Marital Status and Family Type**

Variables		N	Mean	Std. Deviation	t value	DF	Sig. value
Gender	Male	238	8.2689	2.80806	2.985	190.640	.003
	Female	112	7.3393	3.27027			
Marital Status	Single	134	8.7388	3.12143	.625	348	.032
	Married	216	7.5324	2.92843			
Family Type	Joint	125	7.4800	2.51640	.655	311.511	.513
	Nuclear	225	7.6844	3.24216			

Source: Primary Data

Result of t test on home-work interface and demographic variables like Gender, Marital Status and Family Type is presented in Table.5.51. The significance values corresponding to Gender, and Marital Status (0.003 and 0.032) are less than 0.05 and the null hypothesis is rejected at 5% level of significance implying that there is significant difference among journalists categorized on the basis of different demographic variables with regard to home-work interface. The study disclosed a high home-work interface among Married journalists than unmarried journalists in

mass media sector. Gender wise analysis gives an inference that Female journalists are having more home-work interface than males. No significance difference is found between journalists belongs to joint family and journalists belongs to nuclear family in response of home-work interface.

**Table 5.52**  
**Home Work Interface and Designation**

<b>Designation</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Editor	142	8.1042	2.86946
Reporter	144	7.3380	3.19993
Cameraman/Photographer	64	7.1094	2.70283
Total	350	7.6114	3.00103

Source: Primary Data

**Table 5.53**  
**Analysis of Variance of the scores of Home Work Interface with Designation**

	<b>Sum of Squares</b>	<b>DF</b>	<b>Mean Square</b>	<b>F Value</b>	<b>P Value</b>
Between Groups	100.791	2	50.395	5.748	.004*
Within Groups	3042.364	347	8.768		
Total	3143.154	349			

\*Significant @ 0.05 level

Table 5.52 gives details of the Home Work Interface with regards to the Designation such as Editors, Reporters and Camerapersons. The mean score is low in case of journalists of two groups that is 7.3380 in case of Reporters with  $\sigma$  3.19993 and 7.1094 among Camerapersons with  $\sigma$  2.70283 which means that these groups are having high level of stress due to home-work interface. But it is moderate in case of Editors ( $\bar{x}$  =8.1042 and  $\sigma$  = 2.86946).

From the Table-ANOVA, it is clear that the P value is less than 0.05 and the null hypothesis is rejected at 5% significance level and hence there is statistically



significant difference among the journalists of different designations with regard to Home-work interface. Reporters and camerapersons are supposed to be on duty all over the area under their jurisdiction and they are bound to cover every news in these area throughout a day irrespective of their time schedule. They have to travel frequently from place to place and this brings difficulties in family life as they won't get enough time to spend with family. Editors may have a fixed time schedule in duty and they are not supposed to travel frequently and may get minimum time with family. But editors in night shift, especially in newspaper organisations may lose their evenings with family and social activities.

**Table 5.54**

**Analysis of Home-Work Interface based on Selected Demographic Variables**

Variables		N	Mean	Std. Deviation	F value	Sig. value
Experience	No Experience	12	4.8333	1.69670	2.804	.026
	Up to 1 Year	35	7.9429	2.78592		
	1-5 Years	131	7.7176	3.09659		
	6-10 Years	104	7.6058	3.02872		
	Above 10 Years	68	7.7353	2.88391		
Salary	Up to Rs.10,000	99	7.5152	2.76776	1.692	.136
	Rs.10,001-20,000	136	8.0147	3.14345		
	Rs.20,001-30,000	68	7.5735	2.99909		
	Rs.30,001-40,000	27	7.1111	2.87340		
	Rs.40,001-50,000	5	6.8000	2.58844		
	Above Rs.50,000	15	5.9333	3.15021		

Source: Primary Data

The above table shows the descriptive statistics and the results of the Analysis of variance done to examine whether there is any significant difference in the opinion of journalists categorized based on Experience and Salary on the home-work interface. No difference is found based on salary. The Significance value (0.136) are greater than 0.05 and the null hypothesis of 'No difference' is accepted meaning that these groups are independent of each other with regard to this dimension of stress. But there shows a meaningful difference among journalists of different years of years in respect of home-work interface. The significance value of 0.026 is rejected here. To find out the exact difference a post hoc test is administered and the result is presented below.



**Table 5.55****Tukey's HSD Post Hoc Test- Home-Work Interface and Years of Experience**

Tukey HSD						
(I) Experience	(J) Experience	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
No Experience	Up to 1 Year	-3.10952*	.99369	.016	-5.8345	-.3846
	1-5 Years	-2.88422*	.89592	.012	-5.3411	-.4274
	6-10 Years	-2.77244*	.90562	.020	-5.2559	-.2890
	Above 10 Years	-2.90196*	.93009	.017	-5.4525	-.3514
Up to 1 Year	No Experience	3.10952*	.99369	.016	.3846	5.8345
	1-5 Years	.22530	.56521	.995	-1.3247	1.7753
	6-10 Years	.33709	.58047	.978	-1.2547	1.9289
	Above 10 Years	.20756	.61795	.997	-1.4870	1.9022
1-5 Years	No Experience	2.88422*	.89592	.012	.4274	5.3411
	Up to 1 Year	-.22530	.56521	.995	-1.7753	1.3247
	6-10 Years	.11179	.39013	.999	-.9580	1.1816
	Above 10 Years	-.01774	.44398	1.000	-1.2352	1.1998
6-10 Years	No Experience	2.77244*	.90562	.020	.2890	5.2559
	Up to 1 Year	-.33709	.58047	.978	-1.9289	1.2547
	1-5 Years	-.11179	.39013	.999	-1.1816	.9580
	Above 10 Years	-.12952	.46325	.999	-1.3999	1.1408
Above 10 Years	No Experience	2.90196*	.93009	.017	.3514	5.4525
	Up to 1 Year	-.20756	.61795	.997	-1.9022	1.4870
	1-5 Years	.01774	.44398	1.000	-1.1998	1.2352
	6-10 Years	.12952	.46325	.999	-1.1408	1.3999

\* The mean difference is significant at the 0.05 level.

The post hoc table resulted a significance values 0.016, 0.012, 0.020 and 0.017 which are less than 0.05 and there found a significance difference between journalists having no experience and those having experience of 1 year, 1-5 years and 6-10 years of experience in media sector.

**5.4.7. Role Overload**

Employees' role gives them significant psychological profits such as status, ego gratification, and increased self-esteem. Role overload means the absence of balance or reasonableness in the number or degree of expectations from an employee. Role attributes have several effects on different individuals. Employees

are eager to accept roles because they deliver significant psychological benefits such as status, ego gratification, and increased self-esteem. They are concerned about their work roles and goals because their remuneration is based on the achievement of the work goals and gratification of role expectations. When goals, roles and performance criteria are unclear, employees may perceive these uncertainties as frightening their interests. Subsequently, this will lead to the feeling of strain. Role overload happens either when there are too many roles at one time for an employee or roles are varying and too many new roles grow at once. The major aspects to be analysed in this respect are work load, work completion time and tension of maintaining competency.

**Table 5.56**

**Media Wise Classification of Journalists on Response on Role Overload**

Type of media	N	Mean	Std. Deviation
TV	153	7.8105	2.63017
Radio	36	7.6111	2.66488
News Paper	161	7.1925	2.76929
Total	350	7.5057	2.70704

Source: Primary Data

**Table 5.57**

**ANOVA- Role Overload and Type of Media**

	Sum of Squares	DF	Mean Square	F Value	P Value
Between Groups	30.399	2	15.199	2.087	.126
Within Groups	2527.090	347	7.283		
Total	2557.489	349			

The summary of the score obtained regarding the Role Overload and Type of Media describes that journalists in TV channels ( $\bar{x}$  =7.8105,  $\sigma$  = 2.63017), Radio stations ( $\bar{x}$  =7.6111,  $\sigma$  = 2.66488) and Newspaper organisations ( $\bar{x}$  =7.1925,  $\sigma$  = 2.76929) have high level of Role overload in their job. All of them agreed that their

job has unaffordable workloads and they are forced to complete it in a hurry burry manner.

The ANOVA table jagged that the P value is greater than 0.05, the null hypothesis is accepted at 5% level of significance and hence there is no significant difference between these three groups in the aspect of Role overload. Journalists in all these three type of media organisations have ‘High Level’ of stress due to role overload.

**Table 5.58**  
**Sector Wise Analysis of Role Overload**

<b>Variables</b>	<b>Media Sector</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>t</b>	<b>DF</b>	<b>Sig.</b>
<b>Role Overload</b>	Public Sector	74	8.3425	2.67301	3.003	348	.003
	Private Sector	276	7.2852	2.67738			
Unaffordable Work load	Public Sector	74	3.0822	1.32028	3.095	101.657	.003
	Private Sector	276	2.5596	1.13295			
Work load forces to complete the job in a hurry burry manner	Public Sector	74	3.0000	1.14261	4.137	348	.000
	Private Sector	276	2.3935	1.10681			
Tension to maintain competency	Public Sector	74	2.2603	.78222	-.651	144.584	.516
	Private Sector	276	2.3321	1.02760			

Source: Primary Data

Sector wise analysis of role overload resulted that there is significant between the journalists of public and private sector in this respect. The significance value 0.003 is less than 0.05 and the null hypothesis of no difference is rejected. The mean score corresponding to public sector is 8.3425 with  $\sigma$  2.67301 inferring that journalists in this sector experience only a ‘Moderate’ level of Role overload. Private sector scores a mean value of 7.2852 with  $\sigma$  2.67738 which means that this group of respondents rated role overload as ‘high’. By the analysis of each items in

this variable there found a significant difference between these groups with regard to work load and job completion.

Journalists in Public Sector opined a moderate level of work load and those working in private media sectors rated a high level of unaffordable work load and this work load forces them to complete the work in a hurry burry manner and they experience the strain to complete the programmes with in the scheduled time.

No meaningful difference is found between journalists of public media and private media in respect of their tension to maintain and improve skills, knowledge and competencies required for the work.

**Table 5.59**  
**Designation Wise Analysis of Role Overload**

<b>Designation</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Editor	142	7.7535	2.70850
Reporter	144	7.4167	2.72646
Cameraman/Photographer	64	7.1563	2.65006
Total	350	7.5057	2.70704

Source: Primary Data

**Table 5.60**  
**ANOVA- Role Overload and Designation**

	<b>Sum of Squares</b>	<b>DF</b>	<b>Mean Square</b>	<b>F Value</b>	<b>P Value</b>
Between Groups	30.399	2	15.199	2.087	.126
Within Groups	2527.090	347	7.283		
Total	2557.489	349			

In the Table.5.59 the mean score regarding the Role Overload and Designation are given. Journalists in all category are rated their stress due to Role Overload as 'high' with a mean score of 7.7535 ( $\sigma = 2.70850$ ) for Editors, 7.4167 ( $\sigma = 2.72646$ ) for Reporters and 7.1563 ( $\sigma = 2.65006$ ) for camerapersons.

The Table.5.60 gives the analysis result of ANOVA, indicates that the P value is greater than 0.05 and the hypothesis of no difference is accepted at 5% level of significance and hence there is no significant difference among the journalists of various designations regarding the matter of Role Overload. Every journalists irrespective of their designation opined that they are having an unaffordable workload and this make them to complete the works in a speedy manner.

**Table 5.61**  
**Analysis of Role Overload on Gender, Marital Status and Family Type**

Variables		N	Mean	Std. Deviation	t value	DF	Sig. value
Gender	Male	238	7.9267	2.71627	-2.013	348	.045
	Female	112	7.3086	2.64988			
Marital Status	Single	134	7.4552	2.61751	-.274	348	.784
	Married	216	7.5370	2.76667			
Family Type	Joint	125	7.2320	2.57512	-1.412	348	.159
	Nuclear	225	7.6578	2.77155			

Source: Primary Data

Table 5.61 shows the result of t test on role overload and demographic variables like Gender, Marital Status and Family Type. The mean score obtained for all these categories of journalists are ranges between 5.4 and 7.8 which are in ‘High’ level except in case of gender wise analysis. The significance value here is 0.45 and the null hypothesis is rejected which implies a significance difference between male and female journalists in respect of role overload. Female journalists perceived a comparatively high level of role overload ( $\bar{x}$  =7.3086) than males which scored a mean score of 7.9267. Females play a dual role, one is occupational and the other is related to family and children.

The significance values corresponding to Marital Status and Family Type (0.784 and 0.159) are greater than 0.05 and the null hypothesis is accepted at 5% level of significance implying that there is no significant difference between journalists of different marital status and family type in respect of role overload.

**Table 5.62**  
**Analysis of Role Overload Based on Permanency of Job**

<b>Permanency of Job</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Permanent	141	7.4397	2.75258
On Probation	38	7.0263	2.84260
On Contract	171	7.6667	2.63907
Total	350	7.5057	2.70704

Source: Primary Data

**Table 5.63**  
**ANOVA- Role Overload and Permanency of Job**

	<b>Sum of Squares</b>	<b>DF</b>	<b>Mean Square</b>	<b>F Value</b>	<b>P Value</b>
Between Groups	13.777	2	6.889	.940	.392
Within Groups	2543.711	347	7.331		
Total	2557.489	349			

The above table shows the results of analysis of variance of the Role Overload and Permanency of Job. The hypothesis is accepted at 5% level of significance ( $P \text{ value } 0.392 > 0.05$ ) and showed that there is no significant difference among the journalists categorized based on permanency of job in the dimension of Role overload. The mean score obtained for permanent Journalists, Journalists on Probation and contract Journalists are 7.4397 (with  $\sigma$  2.75258), 7.0263 (with  $\sigma$  2.84260) and 7.6667 (with  $\sigma$  2.63907) respectively meaning that all categories of journalists are homogenous in the dimension of role overload. Journalists irrespective of the permanency in job are rated this dimension as 'High'.



**Table 5.64****Analysis of Role Overload based on Selected Demographic Variables**

Variables		N	Mean	Std. Deviation	F value	Sig. value
Educational Qualification	Diploma in Journalism	59	7.0678	2.80310	8.014	.000
	Degree/PG in Journalism	96	8.4271	2.38303		
	Other Qualification	195	7.1846	2.73329		
Experience	No Experience	12	4.6667	2.18812	4.323	.002
	Up to 1 Year	35	8.3429	2.05717		
	1-5 Years	131	7.4656	2.62912		
	6-10 Years	104	7.5577	2.72645		
	Above 10 Years	68	7.5735	2.92858		

Source: Primary Data

The Table 5.64 presents the descriptive statistics and the results of the Analysis of variance done to examine whether there is any significant difference in the opinion of journalists categorized based on Educational Qualification and Experience.

Experience wise analysis of the variable role overload revealed that there is significant difference of opinion among journalists of different years of experience with regard to this dimension. The significance value of 0.002 is rejected. The descriptive statistics shows that the journalists of no experience faces a 'Very high' level of role overload on their work (a low mean score of 4.6667) and the journalists having experience up to one year faces only a moderate level of role overload with mean score of 8.3429. All the remaining category of journalists falls under the 'High' level of role overload.

The analysis based on Educational Qualification shows a significance value (0.000) of less than 0.05 and the null hypothesis is rejected @ 5% level implying that there is a meaningful difference in the opinion among journalists of different

educational background on role overload. A post-hoc analysis is done in this aspect to make it clearer and the result is presented below.

**Table 5.65**  
**Tukey's HSD Post Hoc Test- Role Overload & Educational Background**

Tukey HSD						
(I) Educational Qualifications	(j) Educational Qualifications	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Diploma in Journalism	Degree/PG in Journalism	-1.35929*	.43908	.006	-2.3928	-.3258
	Other Qualification	-.11682	.39438	.953	-1.0451	.8115
Degree/PG in Journalism	Diploma in Journalism	1.35929*	.43908	.006	.3258	2.3928
	Other Qualification	1.24247*	.33093	.001	.4635	2.0214
Other Qualification	Diploma in Journalism	.11682	.39438	.953	-.8115	1.0451
	Degree/PG in Journalism	-1.24247*	.33093	.001	-2.0214	-.4635

\* The mean difference is significant at the 0.05 level.

The post-hoc test resulted a conclusion that the difference of opinion in respect of role overload is between journalists possessing Diploma in Journalism and Degree/PG in Journalism. Also found a significance difference between Graduates/Post Graduates and journalists having non-journalism qualifications.

#### **5.4.8. Over all Occupational Stress among Journalists**

The overall occupational stress associated with the journalists is assessed with the help of mean score obtained and the norms specified for the level of occupational stress as follows.

**Table 5.66**  
**Total Scores of Occupational Stress among Journalists**

<b>Dimensions of Occupational Stress</b>	<b>N</b>	<b>Mean Score</b>	<b>Std. Deviation</b>	<b>Level</b>
Time Pressure	350	11.9343	3.85834	High
Security and Threat		9.6800	3.78587	High
Organisational Ambience		7.8743	2.46980	Moderate
Manifestations		7.6743	2.38817	High
Enabling Factors		12.1800	3.68209	High
Home-Work Interface		7.6114	3.00103	High
Role Overload		7.5057	2.70704	High
<b>Over all Occupational Stress</b>		64.4600	15.52103	High

Source: Primary Data

The Table 5.66 reveals the level of Occupational Stress among the journalists of Mass Media Sector in the state of Kerala. The total score of each variables is also analyzed here. It is found a total score of 64.4600 with  $\sigma$ 15.52103 among the journalists regarding occupational stress and it is inferred that journalists in mass media sector in Kerala experience a 'High' level of Occupational Stress.

Further variable wise analysis is also attempted. A total score of 11.9343 ( $\sigma$  3.85834) is observed in the variable Time Pressure, meaning that journalists perceives a 'High' level of time pressure associated with the job. They experience a very long hours of work even 24 hours a day and it is viewed as unaffordable to them. Number of holidays are also less and the shift system in the organisation is not much comfortable especially in case of women journalists. Everyone felt more tension to complete the work allotted on time.

With regard to Security and threat, the rating is also as 'High'. This implies that journalists feels the risk of security in field reporting and threats from political parties on the news published or aired. A major portion of journalists in Kerala are employed on contract basis and this threaten the job security.

Analysis of the variable organisational ambience revealed a different finding that journalists opined a 'Moderate' level of overall organisational ambience. The

total score obtained is 7.8743 which is the category of 'Moderate'. The employees feel a moderate environment, infrastructural facilities and welfare measures.

The variables such as manifestations, absence of enabling factors, home-work interface and Role overload are also found low scores implying that employees rated a 'High' level of these dimensions in mass media sector in Kerala. The problems of sleeplessness, absence of relaxation time, illness etc. are increasing day by day in the tough competitive media environment. Continuous journeys related to news reporting and frequent job transfers affect their work-family interface.

**Table 5.67**

**Analysis of the Responses of Occupational Stress among Journalists**

Level	Occupational Stress		Time Pressure		Security & Threat		Organisational Ambience		Manifestations		Enabling Factors		Home-Work Interface		Role Overload	
	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
<b>Very Low</b>	14	04	12	03	18	05	28	08	31	09	18	05	00	00	18	05
<b>Low</b>	20	06	23	07	29	08	47	13	44	12	28	08	65	19	48	14
<b>Moderate</b>	116	33	99	28	101	29	112	32	76	22	86	25	61	17	130	37
<b>High</b>	144	41	116	33	112	32	101	29	144	41	168	48	128	37	85	24
<b>Very High</b>	56	16	100	29	90	26	64	18	55	16	50	14	96	27	69	20
<b>N</b>	350	100	350	100	350	100	350	100	350	100	350	100	350	100	350	100

Source: Primary Data

The response of journalists in Kerala on over all Occupational Stress and its variables are presented in the above table. It is evident from the table that 41% of the respondents viewed their level of occupational Stress as ‘High’. 16% viewed it’s in the category of ‘Very High’. 33% of them are in ‘moderate’ level. The remaining 10% is in low or very low level.

By analyzing the variable Time Pressure, 33% are in ‘High’ level and 29 % are rated as ‘Very High’. Moderate level is opined by 28% of journalists and the remaining are in low level. 32% of the journalists opined a ‘high’ level of security and threat and 26% rated it as ‘very high’.

With regard to the dimension of Organisational Ambience, 32% of the respondents are in ‘Moderate’ ratings and 18% are viewed it as ‘very high’. 41% of the respondents are of the opinion that they have ‘high’ level of manifestations associated with occupational stress and 16% of them rated it as ‘very high’.

Analysis of the variable Enabling factors revealed that 48% of the respondents are experiencing the problems of enabling factors and they rated it as ‘high’. Howe-work interface is another major variable which affects journalists and in this respect 37% are in ‘high’ level and 27% are in ‘Very high’ level. Over all 44% of the respondents are in high or very high role overload.

**Table 5.68**  
**Level of Occupational Stress among**  
**Journalists of different Media, Designation and Permanency Status**

Variables		N	Mean	Std. Deviation	Inference	DF	F value	Sig. value
Type of Media	TV	153	64.7582	14.82132	High	2	.112	.034
	Radio	36	67.0556	12.86622	Moderate			
	News Paper	161	64.0435	16.74005	High			
Designation	Editor	142	64.5704	16.49732	High	2	.642	.527
	Reporter	144	65.1944	14.44802	High			
	Cameraperson	64	62.5625	15.70550	High			
Permanency of Job	Permanent	141	63.7071	16.86446	High	2	.896	.049
	On Probation	38	67.4211	15.91299	Moderate			
	On Contract	171	65.9233	14.25353	High			

Source: Primary Data

**H0: There is no significant difference among the journalists of different type of media on the level of occupational stress**

The Table.5.68 presents the descriptive statistics and the results of the Analysis of variance done to examine the level of occupational stress and whether there is any significant difference in the opinion of journalists of different type of media on the level of occupational stress. The total score obtained by journalists of Radio stations (67.0556) is higher than that of in TV channels (64.7582) and in Newspaper organisations (64.0435). The higher score revealed that journalists in radio stations experience only a 'Moderate level' of stress than that of in TV channels and newspaper organisations, in which the level of stress is found as in 'High level'.

The F value and corresponding significance value (0.034) signifies this difference and hence the null hypothesis that there is no significant difference among the journalists of different type of media on the level of occupational stress is rejected.

**H0: Editors, Reporters and Camerapersons do not differ significantly in the level of Occupational Stress.**

Analysis of occupational stress on the basis of designation of journalists indicate that there is no significant difference is observed among Editors, Reporters and Camerapersons on the level of occupational stress they are exposed to. The Significance value (0.527) is greater than 0.05 and hence the null hypothesis is accepted at 5% level. The score obtained is Editor (64.5704), Reporter (65.1944) and Camerapersons (62.5625), implying that all these category of journalists experience a 'High level' of occupational stress.

**H0: There is no significant difference among the Permanent journalists, Journalists on Contract and Probationary Journalists with regard to the level of Occupational Stress**

Permanency of job is an essential factor leading to occupational stress. From the ANOVA table, it is found a significance value of 0.049 which is less than 0.05

and the null hypothesis is rejected, implying that there is significant difference in the occupational stress among the journalists of different status of permanency. It is evident from the table that Permanent employees and contract employees face high level of occupational stress (Score is 63.7071 and 65.9233) than employees on probation (67.4211), who are come under a moderate level of stress.

**Table 5.69**  
**Analysis of the Level of Occupational**  
**Stress based on Media Sector, Marital Status and Family Type**

Variables		N	Mean	Std. Deviation	Inference	t value	DF	Sig. value
Media Sector	Public	74	71.3836	12.15711	Moderate	5.113	143.096	.000
	Private	276	62.6354	15.81278	High			
Marital Status	Single	134	63.8806	14.06486	High	-.550	348	.583
	Married	216	64.8194	16.38092	High			
Family Type	Joint	125	64.0720	16.15059	High	-.348	348	.728
	Nuclear	225	64.6756	15.19241	High			

Source: Primary Data

The above table presents the mean score and value of ANOVA to know the level and difference of occupational stress between the journalists of different media sector, between different marital status and family type.

**H0: There is no significant difference between journalists working in private and public sector media organisations in their level of Occupational Stress.**

Sector wise analysis of variance resulted a significant value (0.000) less than 0.05 and the null hypothesis is rejected at 5% level of significance and hence it is concluded that journalists in private sector media organisations and public sector media organisations significantly differ in terms of the level of occupational stress. Analysis of the scores revealed that public sector media journalists scored the highest mean value of 71.3836 which means that they are having moderate level of occupational stress. At the same time the score of private sector journalists is



62.6354, meaning that these category of journalists face a ‘High level’ of occupational stress.

Analysis on the basis of Marital Status and Family type resulted no significant difference among the journalists with regard to occupational stress. The significance value is 0.583 and the null hypothesis is accepted. The means scores for Married journalists is 64.8194 and for Unmarried journalists is 63.8806, inferring that these two groups are in ‘High’ level of occupational stress.

With regard to family type, journalists belong to both joint family (64.0720) and nuclear family (64.6756) experience ‘High’ level of occupational stress. The significance value obtained (0.728) is greater than 0.05 and hence it is concluded that there is no meaningful difference between journalists of these two category on the overall occupational stress.

**Table 5.70**

**Analysis of Occupational Stress based on Selected Demographic Variables**

Variables		N	Mean	Std. Deviation	Inference	F value	Sig. value
Educational Qualification	Diploma in Journalism	59	63.2881	15.51090	High	.505	.604
	Degree/PG in Journalism	96	65.7083	15.18719	High		
	Other Qualification	195	64.2000	15.72397	High		
Experience	No Experience	12	67.2500	14.00081	Moderate	2.436	.047
	Up to 1 Year	35	65.6571	14.11495	High		
	1-5 Years	131	63.9008	14.47111	High		
	6-10 Years	104	64.5288	15.62420	High		
	Above 10 Years	68	67.9706	17.47832	Moderate		
Age	Up to 30 Years	167	64.0301	14.68102	High	2.121	.097
	31-40 Years	126	62.8160	15.98153	High		
	41-50 Years	36	65.6667	14.92840	High		
	51 Years and above	21	66.3333	18.57507	High		
Salary	Up to Rs.10,000	99	53.3737	14.17859	High	1.867	.039
	Rs.10,001-20,000	136	55.8309	15.39291	High		
	Rs.20,001-30,000	68	56.5294	17.53246	High		
	Rs.30,001-40,000	27	62.5926	14.48145	High		
	Rs.40,001-50,000	5	66.2000	12.09132	High		
	Above Rs.50,000	15	65.2667	15.88560	High		

Source: Primary Data

The Table 5.70 presents the level of occupational stress and the results of the Analysis of variance done to examine whether there is any significant difference in the opinion of journalists categorized based on Educational Qualification, Age, Experience and Salary on the level of occupational stress. The analysis based on Educational Qualification shows a significance value (0.604) of greater than 0.05 and the null hypothesis is accepted @ 5% level implying that no difference in the opinion among journalists of different educational background on Occupational stress. The mean scores are 63.2881 for journalists possess Diploma in Journalism, 65.7083 for those who have Degree/PG in Journalism and 64.2000 for Other Qualifications, inferring that all these groups are in 'high level' of occupational stress.

Experience wise analysis of the level of occupational stress revealed that there is significant difference of opinion among journalists of different years of experience with regard overall occupational stress. The significance value of 0.047 is rejected. The descriptive statistics shows that the journalists of above 10 years of experience face a 'Moderate level' of occupational stress. All the remaining category of journalists falls under the 'High' level of occupational stress.

With regard to Age, all the journalists scored a lower mean values and thus come under 'High' level of occupational stress. The significance value (0.097) is greater than 0.05 and the null hypothesis is accepted implying that no difference of opinion among the journalists categorized based on age in respect of occupational stress.

Salary wise analysis of the level of occupational stress resulted a significance value (0.039) which is lower than 0.05, inferred that there is significant difference among the journalists receiving different scales of salary on the level of occupational stress. The mean score analysis revealed that low salaried journalists are experiencing comparatively higher levels of occupational stress.

**Table 5.71****Correlations between No. of Children and Occupational Stress**

<b>Occupational Stress</b>		<b>Correlation with No. of Children</b>
Time Pressure	Pearson Correlation	-.466**
	Sig. (2-tailed)	.000
	N	350
Security & Threat	Pearson Correlation	-.026
	Sig. (2-tailed)	.628
	N	350
Organisational Ambience	Pearson Correlation	.061
	Sig. (2-tailed)	.252
	N	350
Manifestations	Pearson Correlation	-.167**
	Sig. (2-tailed)	.000
	N	350
Enabling Factors	Pearson Correlation	-.044
	Sig. (2-tailed)	.007
	N	350
Role Overload	Pearson Correlation	-.153**
	Sig. (2-tailed)	.000
	N	350
Home-Work Interface	Pearson Correlation	-.467**
	Sig. (2-tailed)	.000
	N	350
Occupational Stress Total	Pearson Correlation	-.544**
	Sig. (2-tailed)	.000
	N	350
** Correlation is significant at the 0.01 level (2-tailed).		
* Low Score indicate High level of Occupational Stress		

The above table presents the result of Pearson Product Moment Correlation analysis done to measure the association between Number of children that the journalists have and their Occupational Stress. The Correlation co-efficient is found (-) 0.544, implying that journalists with more number of children experience higher levels of occupational stress and this relation is significant at 1% level. Here, when the number of children increases, total score of the OS and its dimensions decreases. A reduction in the score of OS and its dimensions implies a proliferation in occupational Stress.

Out of Seven dimensions of Occupational Stress, four dimensions reported a significant negative correlation. The correlation co-efficient for these four dimensions are Time Pressure ( $r = -0.466$ ), Manifestations ( $r = -0.167$ ), Role Overload ( $r = -0.153$ ) and Home-Work Interface ( $r = -0.467$ ). All these values are significant at 1% level (Sig. value 0.000) and it can be inferred that the No. of children is significantly correlated with these dimensions of occupational stress. The dimensions such as Security & Threat ( $r = -0.026$ ), Organisational Ambience ( $r = 0.061$ ) and Enabling Factors ( $r = -0.044$ ) found no significant correlation in this respect.

Here the Hypothesis that “*there is no significant correlation between the No. of Children and Occupational Stress among the Journalists of the Mass Media Sector in Kerala*” is rejected.

It can be concluded that Occupational stress in mass media sector have a significant association with the No. of children a journalist have. The journalists with more than one child experience higher levels of occupational stress. More specifically these group of journalists experience higher levels of stress due to Time Pressure, Manifestations, Role Overload and Home-Work Interface.

### **Gender and Occupational Stress in Mass Media**

To examine the degree of association between gender of the respondents and their level of occupational stress, a two-way table was designed and is exhibited below.

**Table 5.72**

**Gender and Level of Occupational Stress- Two-Way Table**

<b>Gender</b>	<b>Level of Occupational Stress</b>					
	<b>Very Low</b>	<b>Low</b>	<b>Moderate</b>	<b>High</b>	<b>Very High</b>	<b>Total</b>
<b>Male</b>	04 (2%)	10 (4%)	78 (33%)	106 (44%)	40 (17%)	238 (100%)
<b>Female</b>	08 (7%)	10 (9%)	12 (11%)	30 (27%)	52 (46%)	112 (100%)
<b>Total</b>	<b>12</b>	<b>20</b>	<b>90</b>	<b>136</b>	<b>92</b>	<b>350</b>

Source: Primary Data

In the total number of respondents, majority of (44%) Male Journalists are in high level of stress and 33% in moderate level. As far as the Female Journalists are concerned, 46% of them are in 'Very High' level category of occupational stress and 27% are in 'High' level.

**Table 5.73**  
**Gender and Level of Occupational Stress -Chi-Square Test**

Factor	X <sup>2</sup> Value	DF	Asymp. Sig. (2-sided)	Remarks
Gender	11.761	03	.008	Significant

The result of chi square test revealed a X<sup>2</sup> value of 11.762 and P value of 0.008, which is rejected at 5% level (p>0.05). Hence there found a significant association between Gender and Occupational Stress.

**Table 5.74**  
**Correlations between Compensation and Occupational Stress**

Occupational Stress		Correlation with Compensation
Time Pressure	Pearson Correlation	.377**
	Sig. (2-tailed)	.000
	N	350
Security & Threat	Pearson Correlation	.279**
	Sig. (2-tailed)	.000
	N	350
Organisational Ambience	Pearson Correlation	.440**
	Sig. (2-tailed)	.000
	N	350
Manifestations	Pearson Correlation	.442**
	Sig. (2-tailed)	.000
	N	350
Enabling Factors	Pearson Correlation	.375**
	Sig. (2-tailed)	.000
	N	350
Role Overload	Pearson Correlation	.302**
	Sig. (2-tailed)	.000
	N	350
Home-Work Interface	Pearson Correlation	.447**
	Sig. (2-tailed)	.000
	N	350
Occupational Stress Total	Pearson Correlation	.528**
	Sig. (2-tailed)	.000
	N	350
** Correlation is significant at the 0.01 level (2-tailed).		
* Low Score indicate High level of Occupational Stress		

The Person Product Moment Correlation is applied to find out the association between compensation in mass media sector and occupational stress of the employees in this sector. The result of the analysis exposed that there is high positive correlation between total score of compensation and scores of Occupational stress and its seven dimensions. Higher score of occupational stress and its dimension implies lesser stress and in this respect increase in compensation results in reduced stress on job. The correlation value corresponding to the Occupational Stress Total is 0.528 and is significant at 1% level, implying a significant positive correlation between compensation and occupational stress among the employees in mass media sector.

The correlation values of the seven dimensions are Time Pressure ( $r=0.377$ ), Security & Threat ( $r=0.279$ ), Organisational Ambience ( $r=0.440$ ), Manifestations ( $r=0.442$ ), Enabling Factors ( $r=0.375$ ), Role Overload ( $r=0.302$ ) and Home-Work Interface ( $r=0.447$ ). All these values are significant at 1% level (Sig. value 0.000) and it can be inferred that the compensation in mass media sector is significantly correlated with all these dimensions of occupational stress.

Hence the Hypothesis that *“there is no significant correlation between the Compensation and Occupational Stress among the Journalists of the Mass Media Sector in Kerala”* is rejected.

Here the elements of compensation acts as a major stressor among journalists and inadequacy of a good compensation package leads stress among them which ultimately affects their performance.

After examining the occupational stress of the employees, the study will not be a full-fledged one unless an attempt has been made to examine the next issue, namely, work-life balance. That has been done in the ensuing chapter.

## **Chapter 6**

# **Work Life Balance in Mass Media Sector**

### **Introduction**

The Occupational Stress and its dimensions constituted the main theme of the previous chapter. However, in order to make the investigation more effective and useful, it is imperative to examine the work-balance status of the employees in the mass media sector. This is the subject matter of the present chapter.

This chapter examines the level of Work Life Balance among the Employees of Mass media in Kerala. Moreover, the chapter attempts to examine the principal variables of work life balance in detail. In order to achieve these objectives, Media wise, Sector wise, Designation wise, Permanency of Job wise and demographic characteristic wise analysis have been done with the help of certain selected variables. For the purpose of analysis of the data, the mathematical and statistical tools like Mean, Standard Deviation, Percentages, ANOVA, t-test, Correlation Analysis etc. have been used.

### **6.1. Variables Identified for the Analysis**

Work and family are the two critical domains in an employees' life. Work-life balance is a vital facet of the quality of work and life of employees who tries to manage multiple roles in life. Work-life balance (WLB) means the ability of persons to pursue successfully their work and non-work activities. A typical work-life balance is a situation in which workers feel capable of balancing their work and non-work commitments.

The Dependent Variables (DVs) and the Independent Variables (IVs) identified for the purpose of analysis are presented below.

**Table.6.1**

**Variables of Work Life Balance**

<b>No.</b>	<b>DVs</b>	<b>IVs</b>
DV <sub>1</sub>	Work Interference with Personal Life (WIPL)	IV <sub>1</sub> . Personal life suffers because of job
		IV <sub>2</sub> . Job makes personal life difficult
		IV <sub>3</sub> . Neglecting personal needs
		IV <sub>4</sub> . Utilization of Personal Life for job
		IV <sub>5</sub> . Missing personal activities
		IV <sub>6</sub> . Managing work and non-work activities
		IV <sub>7</sub> . Time spent for non –work activities
DV <sub>2</sub>	Personal Life Interference with Work (PLIW)	IV <sub>8</sub> . Effects of Life
		IV <sub>9</sub> . Extent of Strain
		IV <sub>10</sub> . Work Sufferings
		IV <sub>11</sub> . Hard Work
DV <sub>3</sub>	Work/Personal Life Enhancement (WPLE)	IV <sub>12</sub> . Energy for Work
		IV <sub>13</sub> . Motivation from Work
		IV <sub>14</sub> . Mood in Work
		IV <sub>15</sub> . Mood in Life

**6.2. Analysis of Data and Discussion of Results**

The results of the analysis based on the above mentioned variables are discussed in the following pages.

**6.2.1. Work Interference with Personal Life (WIPL)**

Work demand and family demand are prime among the most central problematic factors covering work interference with family and family interference with work. Fisher (2001) defines WIPL as the extent to which work interferes with personal life. Recent researches find that the workplace is hostile for many employees. Large numbers of employees are harshly stressed or depressed at work, often to the point of being incapable to function and fetching sick, emotionally or physically. They feel so stressed and are often unable to be effective at all, during the workday. Workload is a major factor and at the same time impact of other



sources has been increasing, like negative, unsupportive and undermining relationships on the job, including those with peers; destructive interactions with management; and the negative impact of a management culture that's stifling or unrewarding of talent.

Work Demand, Family Demand, Place Support and family support will affect the Work Interference with Personal Life (WIPL). The work-related variables included were number of work hours, number of years in the present employment, total number of years worked etc. For the analysis of this dimension the seven variables analyses here are Personal life suffers because of job, Job makes personal life difficult, Neglecting personal needs, Utilization of Personal Life for job, Missing personal activities and Managing work and non-work activities.

**Table 6.2**  
**Work Interference with Personal life of Journalists in Kerala**

Variables		N	Mean	Std. Deviation
Work Interference With Personal Life (WIPL)		350	14.2886	3.46817
1	Personal life suffers because of job,		2.1029	1.12576
2	Job makes personal life difficult		1.9629	.93716
3	Neglecting personal needs		1.7857	.71602
4	Utilization of Personal Life for job		2.1600	1.10358
5	Missing personal activities		1.9800	.96776
6	Managing work and non-work activities		2.2771	1.04363
7	Time spent for non –work activities		2.0200	1.07173

Source: Primary Data

The Table.6.2 explains the total score and corresponding standard deviation of the variable WIPL and its elements. The overall mean score obtained is 14.2886 ( $\sigma$  3.46817) indicating that the interference of work on life is 'high' among the journalists working in the mass media sector in Kerala. The variable WIPL

composed of 7 items which have been scored as 1 to 5. The mean score for all these items lies between 1 and 3 sensing that journalists are viewed all these aspects of work interference as ‘high’ level. The frequency and percentages associated with the overall WIPL is summarized in the following table.

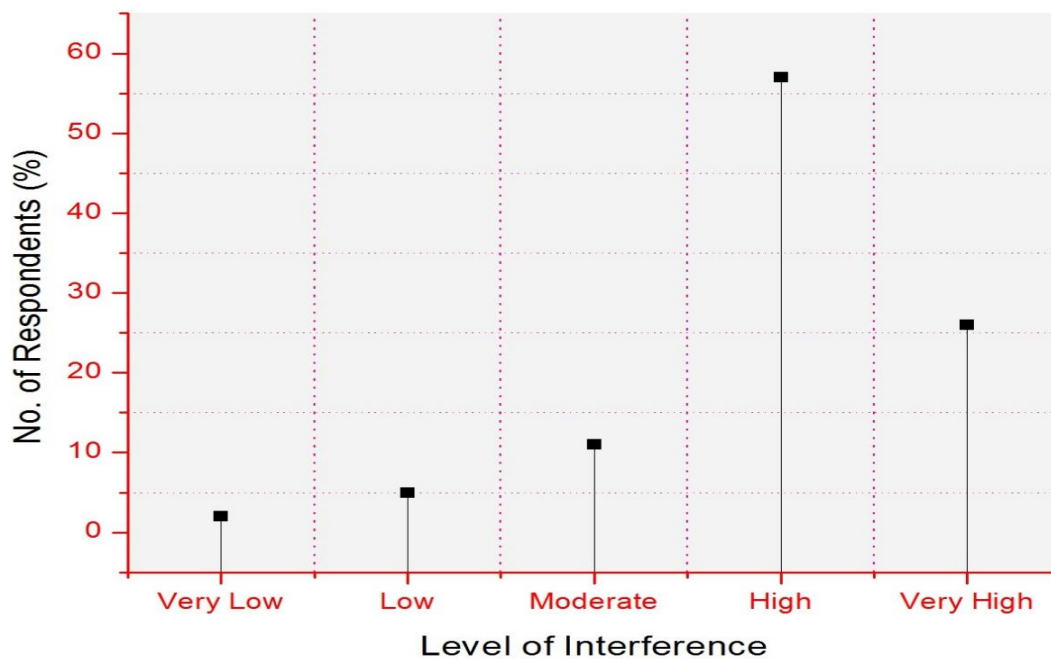
**Table 6.3**

**Response of Journalists on Work Interference with Personal life (WIPL)**

<b>Level of Interference</b>	<b>Frequency</b>	<b>Percent</b>
Very Low	07	02
Low	13	05
Moderate	39	11
High	201	57
Very High	90	26
Total	350	100

Source: Primary Data

The percentage analysis revealed that 57% of the sample respondents are having ‘high interference’ of work in their personal life leading to low work life balance. 26% of the respondents are of the opinion of ‘Very high interference’ of work on personal life. High interference of work on personal life causes a low work life balance among the journalists.



**Figure.6.1.Work Interference with Personal life (WIPL)**

**Table 6.4.**

**Media Wise Classification of Journalists  
on the Response on Work Interference with Personal Life (WIPL)**

Type of Media	N	Mean	Std. Deviation
TV	153	13.9281	3.42227
Radio	36	18.1556	3.09787
News Paper	161	14.4596	3.56720
Total	350	14.2886	3.46817

Source: Primary Data

**Table 6.5**

**ANOVA- Work Interference with Personal Life (WIPL) and Type of Media**

	<b>Sum of Squares</b>	<b>DF</b>	<b>Mean Square</b>	<b>F Value</b>	<b>P Value</b>
Between Groups	45.769	2	22.884	1.913	.049*
Within Groups	4152.086	347	11.966		
Total	4197.854	349			

\*Significant @ 0.05 level

In the Table.6.4, the mean score regarding the Work Interference with Personal Life and Type of Media are enlisted. Journalists in Radio stations are rated Work Interference with Personal Life as ‘Moderate’ with a mean score of 18.1556 ( $\sigma = 3.09787$ ). A low score is obtained by the journalists in Newspaper organisations ( $\bar{x} = 14.4596$ ,  $\sigma = 3.56720$ ) and Television channels ( $\bar{x} = 13.9281$ ,  $\sigma = 3.42227$ ) meaning that these two groups of journalists are having ‘high degree’ of Work Interference with Personal Life.

The Table 6.5 gives the analysis result of ANOVA, which indicates that the P value is less than 0.05 and the hypothesis is rejected at 5% level of significance and hence there is significant difference among the journalists of various type of media regarding Work Interference with Personal Life and this difference is statistically imperative.

As most of the journalists of All India Radio News Units are employed on contract basis and this job is of a part-time nature. These journalists may have other employment and their work interference on family life is also moderate. Journalists in newspaper organisations and TV channels are to work on shift basis but the shift may extend most of the time beyond the normal hours of work.

**Table 6.6**  
**Sector Wise Classification of Journalists on the**  
**Response on Work Interference with Personal Life (WIPL)**

<b>Variables</b>	<b>Media Sector</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>t</b>	<b>DF</b>	<b>Sig.</b>
<b>Work Interference With Personal Life (WIPL)</b>	Public Sector	74	18.2233	3.31640	2.326	348	.021
	Private Sector	276	14.0686	3.47960			
Personal life suffers because of job,	Public Sector	74	2.9452	1.10416	7.774	348	.000
	Private Sector	276	1.8809	1.02340			
Job makes personal life difficult	Public Sector	74	2.1370	1.15848	1.515	94.246	.133
	Private Sector	276	1.9170	.86621			
Neglecting personal needs	Public Sector	74	2.1096	.71805	4.365	109.83	.000
	Private Sector	276	1.7004	.69190			
Utilization of Personal Life for job	Public Sector	74	1.9452	1.10416	1.876	348	.061
	Private Sector	276	2.2166	1.09842			
Missing personal activities	Public Sector	74	2.1507	.92303	1.698	348	.090
	Private Sector	276	1.9350	.97585			
Managing work and non-work activities	Public Sector	74	2.1644	1.21351	-.925	98.929	.357
	Private Sector	276	2.3069	.99440			
Time spent for non – work activities	Public Sector	74	1.6712	.91370	3.512	131.62	.001
	Private Sector	276	2.1119	1.09268			

Source: Primary Data

The results obtained from the t test revealed that there is significant difference among the journalists of public sector media organizations and private sector media organisations on the Work Interference with Personal Life (WIPL). This difference is statistically significant @ 5% level and the null hypothesis of no difference is rejected. The mean score obtained for Public sector journalists is 18.2233 ( $\sigma = 3.31640$ ) and for private sector journalists is 14.0686 ( $\sigma = 3.47960$ ) which means the journalists working in the public sector media organisations faces a 'Moderate' interference of work on personal life than that of in Private sector media organisations who experience a 'High' interference of work on personal life. Beside this, element wise analysis resulted a finding that the journalists in private sector and public sector media significantly differs in two aspects of WIPL, namely, Neglecting personal needs and Time spent for non –work activities.

It can be summarized from the analysis that the public media organisations have a comparatively comfortable work schedule than that of private media organisations. Most of the private Television channels have 24 hours telecast and at the same time the public sector media like Doordarsan and All India Radio have only limited time news transmission and the journalists in this sector get sufficient time for indulging in family and social matters. Their work schedule is not as tight as that of private channels. Newspaper organisations also have duty schedules extending to the whole day and night which makes the family affairs difficult for those who are working in these media.

### **Designation Wise Analysis**

The dimension of WIPL is also analyzed based on designation of the respondents, namely, Editors, Reporters and Camerapersons. The findings together with the values for analysis is presented below.

**Table 6.7**  
**Work Interference with Personal Life (WIPL) and Designation**

<b>Designation</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Editor	142	14.1338	3.60502
Reporter	144	14.2986	3.32837
Cameraperson	64	14.6094	3.49883
Total	350	14.2886	3.46817

Source: Primary Data

**Table 6.8**  
**ANOVA- Work Interference with Personal Life (WIPL) and Designation**

	<b>Sum of Squares</b>	<b>DF</b>	<b>Mean Square</b>	<b>F Value</b>	<b>P Value</b>
Between Groups	10.002	2	5.001	.414	.661
Within Groups	4187.852	347	12.069		
Total	4197.854	349			

In the Table.6.7, the mean score regarding the Work Interference with Personal Life and designation are presented. Editors scored a mean of 14.1338 ( $\sigma = 3.60502$ ), Reporters 14.2986 ( $\sigma = 3.32837$ ) and Camerapersons scored 14.6094 ( $\sigma = 3.49883$ ). A low score is obtained by the journalists in all designations meaning that these three groups of journalists are having High degree of Work Interference with Personal Life.

The Table.6.8 gives the analysis result of ANOVA, indicates that the P value (0.661) is greater than 0.05 and the hypothesis is accepted at 5% level of significance and hence there is no significant difference among the journalists of various designations regarding Work Interference with Personal Life. It can be elicited that the level of interference of work activities on personal life is high in case of all journalists irrespective of their designation

### **Analysis based on Permanency of Job**

The WIPL is compared among the journalists of different employment status based on permanency of their job. Analysis of variance is done to find out whether there is any significant difference among journalists on contract, permanent journalists and journalists on probation with regard to the work interference on personal life. The result is summarized below.

**Table 6.9**

#### **Work Interference with Personal Life (WIPL) and Permanency of Job**

<b>Permanency of Job</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Permanent	141	14.6383	3.50566
On Probation	38	14.2632	3.17664
On Contract	171	14.0058	14.0058
Total	350	14.2886	3.46817

Source: Primary Data

**Table 6.10**

#### **ANOVA- Work Interference with Personal Life (WIPL) and Permanency of Job**

	<b>Sum of Squares</b>	<b>DF</b>	<b>Mean Square</b>	<b>F Value</b>	<b>P Value</b>
Between Groups	30.939	2	15.469	1.288	.277
Within Groups	4166.916	347	12.008		
Total	4197.854	349			

The above table shows the results of analysis of variance of the scores of Work Interference with Personal Life (WIPL) and permanency of job. The hypothesis is accepted at 5% level of significance and showed that there is no significant difference among the journalists categorized on the basis of permanency on Work Interference with Personal Life (WIPL).



The mean score obtained in case of Permanent employees, Employees on probation and Employees on contract are 14.6383 (with  $\sigma$  3.50566), 14.2632 (with  $\sigma$  3.17664) and 14.0058 (with  $\sigma$  14.0058) respectively and these scores point out that every journalists irrespective of their permanency in job are experiencing 'High' degree of Work Interference with Personal Life.

### Analysis based on Selected Demographic Features

The WIPL is analysed on the basis of some category is presented above. Further analysis of WIPL based on some selected variables like Marital Status and Gender are given below.

**Table 6.11**

#### Work Interference with Personal Life (WIPL) and Marital Status

Marital Status	N	Mean	Std. Deviation
Single	134	16.2463	3.50603
Married	216	14.3148	3.45240

Source: Primary Data

**Table 6.12**

#### Work Interference with Personal Life (WIPL) and Marital Status -t test

	Levene's Test for Equality of Variances		t-test for Equality of Means		
	F	Sig.	t	DF	Sig. (2-tailed)
Equal variances assumed	.009	.926	0.112	348	.048
Equal variances not assumed			0.179	278.740	.858

The t test revealed that there is significant difference among the journalists categorized on the basis of marital status on the Work Interference with Personal Life (WIPL). This difference is statistically significant @ 5% level and the null hypothesis of 'No difference' is rejected. The mean score obtained in case of

Married Journalists is 14.3148 ( $\sigma = 3.45240$ ) and for Unmarried journalists is 16.2463 ( $\sigma = 3.50603$ ) which means the Married journalists working in media organisations faces a high interference of work on personal life than that of unmarried journalists.

It can be summarized from the analysis that the marital status of journalists working in media organisations have a significant relation with the work interference on personal life. Married journalists faces high interference of work on their personal/family life.

**Table.6.13**

**Gender Wise Analysis of the response on WIPL**

<b>Variables</b>	<b>Media Sector</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>t</b>	<b>DF</b>	<b>Sig.</b>																																																																																
<b>Work Interference With Personal Life (WIPL)</b>	Male	238	14.3571	3.52965	.539	348	.590																																																																																
	Female	112	14.1429	3.34464				Personal life suffers because of job	Male	238	2.0294	1.09620	1.740	204.34	.083	Female	112	2.2589	1.17593	Job makes Personal life difficult	Male	238	1.9118	.87907	1.400	187.36	.163	Female	112	2.0714	1.04592	Neglecting personal needs	Male	238	1.7815	.74810	-.168	248.99	.866	Female	112	1.7946	.64568	Utilization of Personal Life for job	Male	238	2.2437	1.13603	2.165	241.57	.031	Female	112	1.9821	1.01326	Missing personal activities	Male	238	2.0042	.97001	.681	348	.496	Female	112	1.1286	.96529	Managing work and non-work activities	Male	238	2.3109	1.04537	.882	348	.048	Female	112	1.2054	1.04095	Time spent for non-work activities	Male	238	2.0756	1.12253	1.506	253.82	.133
Personal life suffers because of job	Male	238	2.0294	1.09620	1.740	204.34	.083																																																																																
	Female	112	2.2589	1.17593				Job makes Personal life difficult	Male	238	1.9118	.87907	1.400	187.36	.163	Female	112	2.0714	1.04592	Neglecting personal needs	Male	238	1.7815	.74810	-.168	248.99	.866	Female	112	1.7946	.64568	Utilization of Personal Life for job	Male	238	2.2437	1.13603	2.165	241.57	.031	Female	112	1.9821	1.01326	Missing personal activities	Male	238	2.0042	.97001	.681	348	.496	Female	112	1.1286	.96529	Managing work and non-work activities	Male	238	2.3109	1.04537	.882	348	.048	Female	112	1.2054	1.04095	Time spent for non-work activities	Male	238	2.0756	1.12253	1.506	253.82	.133	Female	112	1.9018	.94878								
Job makes Personal life difficult	Male	238	1.9118	.87907	1.400	187.36	.163																																																																																
	Female	112	2.0714	1.04592				Neglecting personal needs	Male	238	1.7815	.74810	-.168	248.99	.866	Female	112	1.7946	.64568	Utilization of Personal Life for job	Male	238	2.2437	1.13603	2.165	241.57	.031	Female	112	1.9821	1.01326	Missing personal activities	Male	238	2.0042	.97001	.681	348	.496	Female	112	1.1286	.96529	Managing work and non-work activities	Male	238	2.3109	1.04537	.882	348	.048	Female	112	1.2054	1.04095	Time spent for non-work activities	Male	238	2.0756	1.12253	1.506	253.82	.133	Female	112	1.9018	.94878																				
Neglecting personal needs	Male	238	1.7815	.74810	-.168	248.99	.866																																																																																
	Female	112	1.7946	.64568				Utilization of Personal Life for job	Male	238	2.2437	1.13603	2.165	241.57	.031	Female	112	1.9821	1.01326	Missing personal activities	Male	238	2.0042	.97001	.681	348	.496	Female	112	1.1286	.96529	Managing work and non-work activities	Male	238	2.3109	1.04537	.882	348	.048	Female	112	1.2054	1.04095	Time spent for non-work activities	Male	238	2.0756	1.12253	1.506	253.82	.133	Female	112	1.9018	.94878																																
Utilization of Personal Life for job	Male	238	2.2437	1.13603	2.165	241.57	.031																																																																																
	Female	112	1.9821	1.01326				Missing personal activities	Male	238	2.0042	.97001	.681	348	.496	Female	112	1.1286	.96529	Managing work and non-work activities	Male	238	2.3109	1.04537	.882	348	.048	Female	112	1.2054	1.04095	Time spent for non-work activities	Male	238	2.0756	1.12253	1.506	253.82	.133	Female	112	1.9018	.94878																																												
Missing personal activities	Male	238	2.0042	.97001	.681	348	.496																																																																																
	Female	112	1.1286	.96529				Managing work and non-work activities	Male	238	2.3109	1.04537	.882	348	.048	Female	112	1.2054	1.04095	Time spent for non-work activities	Male	238	2.0756	1.12253	1.506	253.82	.133	Female	112	1.9018	.94878																																																								
Managing work and non-work activities	Male	238	2.3109	1.04537	.882	348	.048																																																																																
	Female	112	1.2054	1.04095				Time spent for non-work activities	Male	238	2.0756	1.12253	1.506	253.82	.133	Female	112	1.9018	.94878																																																																				
Time spent for non-work activities	Male	238	2.0756	1.12253	1.506	253.82	.133																																																																																
	Female	112	1.9018	.94878																																																																																			

Source: Primary Data

The above table is devoted to present the descriptive statistics and values of t test between male and female journalists with regard to WIPL. The test of overall WIPL resulted a significance value of 0.590 which leads the acceptance of null hypothesis and implying that there is no significant difference between male and female journalists in respect of WIPL. The mean score obtained is 14.3571 for male journalists and 14.1429 for females meaning that both these category of journalists are having a high level of WIPL.

A significant difference is observed when an item wise analysis is made. Utilization of Personal Life for job is viewed 'Very High' among female journalists with a mean score of 2.0042 ( $\sigma$  0.97001) than Male journalists who rated it as 'High' ( $\bar{x}$  =1.1286,  $\sigma$  0.96529). With regards to the item of Managing work and non-work activities, the same response is exhibited by the female journalists. It gives a conclusion that even though, there is no significant difference between male and female journalists with regard to WIPL, Female journalists are experiencing high level interference in respect of Utilization of Personal Life for job and Managing work and non-work activities.

### **6.2.2. Personal Life Interference with Work (PLIW)**

Employees have many challenging duties such as children, housework, volunteering, spouse and elderly parent care and all these will have effect on their work. The activities in personal life causes work life conflicting and it will adversely affect the organisation also. The various domains of personal life and associated activities affects the work life of employee. The roles associated with personal life as a household, parent, spouse etc. and the facilitating activities act as a moderator/mediator of one's work. Fisher (2001) explains the PLIW as the extent to which one's personal life interferes with work.

The sub-variables used for studying this dimension are Effects of Life, Extent of Strain, Work Sufferings and Hard Work.

**Table.6.14****Personal Life Interference with Work among the Journalists in Kerala**

Variables		N	Mean	Std. Deviation
Personal Life Interference With Work (PLIW)		350	8.7429	2.61736
1	Personal life affects my energy for work		2.1829	1.07365
2	I experience more strain to make my job effective		1.9771	1.95428
3	My job suffers because of my personal life		2.4971	1.15986
4	I have to work hard due to my personal matters		2.0857	1.03717

Source: Primary Data

The Table.6.14 gives the total score and corresponding standard deviation of the variable PLIW and its elements. The overall mean score obtained is 8.7429 ( $\sigma$  2.61736) indicating that the interference of personal life on work is ‘high’ among the journalists working in the mass media sector in Kerala. The variable WIPL consists of 4 items which have been scored as 1 to 5. The mean score for all these items lies between 1 and 3 sensing that journalists are viewed all these aspects of work interference as ‘high’ level. The response on PLIW by the respondents is summarized below.

**Table 6.15****Response of Journalists on Personal Life Interference with Work (PLIW)**

Level of Interference	Frequency	Percent
Very Low	13	04
Low	11	03
Moderate	78	22
High	150	43
Very High	98	28
Total	350	100

Source: Primary Data

With regard to the dimension of PLIW, 43% of the sample respondents are having ‘high interference’ of personal life on their work leading to low work life

balance. 28% of the respondents are of the opinion of ‘Very high interference’ of personal life on work. High interference of personal life on work causes a low work life balance among the journalists.



**Figure.6.2. Personal Life Interference with Work (PLIW)**

**Table 6.16**  
**Response of Journalists on Personal**  
**Life Interference with Work (PLIW) and Type of Media**

Type of Media	N	Mean	Std. Deviation
TV	153	8.6013	2.61660
Radio	36	8.4167	2.67662
News Paper	161	8.9503	2.60481
Total	350	8.7429	2.61736

Source: Primary Data

**Table 6.17**  
**ANOVA- Personal Life Interference with Work and Type of Media**

	Sum of Squares	DF	Mean Square	F Value	P Value
Between Groups	13.825	2	6.912	1.009	.366
Within Groups	2377.032	347	6.850		
Total	2390.857	349			

Table.6.17 shows the results of analysis of variance of the scores of Personal Life Interference on Work (PLIW) and Type of media. The hypothesis is accepted at 5% level of significance and showed that there is no significant difference among the journalists of different type of media on Personal Life Interference on Work. The mean score obtained for TV Channels, Radio Stations and Newspaper Organisations are 8.6013 (with  $\sigma$  2.61660), 8.4167 (with  $\sigma$  2.67662) and 8.9503 (with  $\sigma$  2.60481) respectively and these scores indicate that journalists in all type of media are experiencing 'High' degree of interference of personal life on their work. All the employees believe that the personal commitments, role and responsibilities in family also affects their work.

**Table 6.18**

**Sector Wise Classification of Journalists on the Response of PLIW**

Variables		Media Sector	N	Mean	Std. Deviation	t	DF	Sig.																																															
Personal Life Interference With Work (PLIW)		Public Sector	74	9.0822	2.53724	1.246	348	.214																																															
		Private Sector	276	8.6534	2.63527				1	Personal life affects energy for work	Public Sector	74	1.9315	1.08434	-2.262	348	.024	Private Sector	276	2.2491	1.06290	2	Experience more strain to make job effective	Public Sector	74	2.2192	1.01717	2.453	348	.015	Private Sector	276	1.9134	.92846	3	Job suffers because of Personal life	Public Sector	74	2.2877	1.16045	-1.740	348	.083	Private Sector	276	2.5523	1.15547	4	Work hard due to personal matters	Public Sector	74	2.6438	1.05895	5.370	348
1	Personal life affects energy for work	Public Sector	74	1.9315	1.08434	-2.262	348	.024																																															
		Private Sector	276	2.2491	1.06290				2	Experience more strain to make job effective	Public Sector	74	2.2192	1.01717	2.453	348	.015	Private Sector	276	1.9134	.92846	3	Job suffers because of Personal life	Public Sector	74	2.2877	1.16045	-1.740	348	.083	Private Sector	276	2.5523	1.15547	4	Work hard due to personal matters	Public Sector	74	2.6438	1.05895	5.370	348	.000	Private Sector	276	1.9386	.98164								
2	Experience more strain to make job effective	Public Sector	74	2.2192	1.01717	2.453	348	.015																																															
		Private Sector	276	1.9134	.92846				3	Job suffers because of Personal life	Public Sector	74	2.2877	1.16045	-1.740	348	.083	Private Sector	276	2.5523	1.15547	4	Work hard due to personal matters	Public Sector	74	2.6438	1.05895	5.370	348	.000	Private Sector	276	1.9386	.98164																					
3	Job suffers because of Personal life	Public Sector	74	2.2877	1.16045	-1.740	348	.083																																															
		Private Sector	276	2.5523	1.15547				4	Work hard due to personal matters	Public Sector	74	2.6438	1.05895	5.370	348	.000	Private Sector	276	1.9386	.98164																																		
4	Work hard due to personal matters	Public Sector	74	2.6438	1.05895	5.370	348	.000																																															
		Private Sector	276	1.9386	.98164																																																		

Source: Primary Data

The results of the t test revealed that there is no significant difference among the journalists of public sector media organizations and private sector media

organisations on the Personal Life Interference on Work. The P value (0.214) is greater than 0.05 and the null hypothesis of no difference is accepted. The mean score obtained for Public sector journalists is 9.0822 ( $\sigma = 2.53724$ ) and for private sector journalists is 8.6534 ( $\sigma = 2.63527$ ) which means the journalists working in the public sector media organisations and private sector media organisations are independent of Personal Life Interference on Work and face a ‘High degree’ of interference of personal life on the work.

The item wise analysis shows a significant difference in three items, namely, Effects of Life, Extent of Strain and Hard Work. The respective significant values are 0.024, 0.015 and 0.000. Journalists in public sector media organisations are of the opinion that they have higher levels of Effects of Life than the journalists in private media. With regard to the elements like Extent of Strain and Hard Work, the journalists in Private media organisations are rated higher than public media journalists.

**Table 6.19**

**Designation Wise Analysis of Personal Life Interference with Work (PLIW)**

<b>Designation</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Editor	142	8.8521	2.81069
Reporter	144	8.7292	2.47849
Cameraperson	64	8.5313	2.50060
Total	350	8.7429	2.61736

Source: Primary Data

**Table 6.20**

**ANOVA- Personal Life Interference (PLIW) with Work and Designation**

	<b>Sum of Squares</b>	<b>DF</b>	<b>Mean Square</b>	<b>F Value</b>	<b>P Value</b>
Between Groups	4.588	2	2.294	.334	.717
Within Groups	2386.269	347	6.877		
Total	2390.857	349			

Table.6.20 shows the results of analysis of variance of the scores of Personal Life Interference on Work (PLIW) and designation. The hypothesis is accepted at 5% level of significance and showed that there is no significant difference among the journalists of different designation on Personal Life Interference on Work. The mean score obtained in case of Editors, Reporters and Camerapersons are 8.8521 (with  $\sigma$  2.81069), 8.7292 (with  $\sigma$  2.47849) and 8.5313 (with  $\sigma$  2.50060) respectively and these scores indicate that journalists in all designations are experiencing 'High' degree of interference of personal life on their work.

**Table 6.21**  
**Analysis of Personal Life Interference (PLIW) Based on Permanency**

Variables		Permanency	N	Mean	Std. Deviation	DF	F	Sig.
Personal Life Interference With Work (PLIW)		Permanent	141	8.8143	2.76042	2	2.600	.076
		On Probation	38	9.5526	2.44615			
		On Contract	171	8.5058	2.50729			
		Total	350	8.7429	2.61736			
1	Personal life affects energy for work	Permanent	141	2.1929	1.11817	2	5.918	.003
		On Probation	38	2.7105	.92730			
		On Contract	171	2.0581	1.03568			
		Total	350	2.1829	1.07365			
2	Experience more strain to make job effective	Permanent	141	2.0714	.97923	2	2.676	.070
		On Probation	38	2.1579	1.05334			
		On Contract	171	1.8605	.90046			
		Total	350	1.9771	.95428			
3	Job suffers because of Personal life	Permanent	141	2.5857	1.15669	2	1.163	.314
		On Probation	38	2.6053	1.02771			
		On Contract	171	2.4012	1.18795			
		Total	350	2.4971	1.15986			
4	Work hard due to personal matters	Permanent	141	1.9643	.99936	2	1.773	.171
		On Probation	38	2.0789	.96930			
		On Contract	171	2.1860	1.07618			
		Total	350	2.0857	1.03717			

Source: Primary Data



In the Table.6.21, the mean score regarding the Personal Life Interference on Work (PLIW) and permanency in job are presented. Permanent employees in mass media scored a mean of 8.8143 ( $\sigma = 2.76042$ ), Employees on probation 9.5526 ( $\sigma = 2.44615$ ) and Employees on contract scored 8.5058 ( $\sigma = 2.50729$ ). A low score is obtained by all the three groups that these three groups of journalists are experiencing 'High' degree of interference of personal life on their work.

The result of ANOVA, indicates that the P value (0.076) is greater than 0.05 and the hypothesis is accepted at 5% level of significance and hence there is no significant difference among the journalists categorized on the basis of permanency of job regarding Personal Life Interference on Work (PLIW).

The item wise analysis shows a significant difference among journalists of these three groups with regard to Personal life affects energy for work and obtained a significance value of 0.003 and is rejected. Over all the level of interference of personal activities on work is high in case of all journalists irrespective of their permanency in job.

**Table 6.22**

**Gender Wise Classification of Journalists on the Response of PLIW**

<b>Gender</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>t</b>	<b>DF</b>	<b>Sig.</b>
Male	238	8.5588	2.70854	-1.925	348	.055
Female	112	9.1339	2.37667			

Source: Primary Data

Gender wise analysis of the variable PLIW resulted a significance value (0.055) greater than 0.05 and the null hypothesis is accepted. It can be inferred that Male and Female journalists have no difference in the dimension of PLIW. The total score revealed that Male journalists and female journalists occupies the same level of PLIW. The mean score lies in the range of 'High Interference'.

**Table 6.23**  
**Analysis of PLIW Based on Marital Status**

<b>Marital Status</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Single	134	9.9299	2.41530
Married	216	8.5648	2.72550

Source: Primary Data

**Table.6.24**  
**PLIW and Marital Status -t test**

	<b>Levene's Test for Equality of Variances</b>		<b>t-test for Equality of Means</b>		
	<b>F</b>	<b>Sig.</b>	<b>t</b>	<b>DF</b>	<b>Sig. (2-tailed)</b>
Equal variances assumed	2.559	.111	1.619	348	.016
Equal variances not assumed			1.666	307.442	.097

The results of the t test exposed that the difference between the journalists of different marital status on the Personal Life Interference on Work. The P value (0.016) is less than 0.05 and the null hypothesis of no difference is rejected. The mean score obtained for unmarried journalists is 9.9299 ( $\sigma = 2.41530$ ) and for Married journalists is 8.5648 ( $\sigma = 2.72550$ ) which means the married journalists working in the media organisations face high interference of personal life on work than that of journalists of single status.

### **6.2.3. Work/Personal Life Enhancement (WPLE)**

Employees hold multiple roles in their lives, which can often fight with each other. This may harmfully affects both job and life satisfaction and causes stress. Multiples roles may also positively impact the life of employees. A melodious mix of activities that burn up psychological and emotional dynamism and others that produce new energy. Fisher (2001) defines WPLE as the extent to where one's

personal life enhances work. WPLE is attained by having a balance in both work and personal life of the employee. The boosting factors are; good relationship with management and co-employees, good culture or work environment, benefits such as parties and outings etc.

WPLE is the extent to which one's personal life enhances work and vice versa. It can be achieved by making a balance in both work and personal life of the employee. The major sub variables identified to analyse this dimension are Energy for Work, Motivation from Work, Mood in Work and Mood in Life.

**Table 6.25**

**Work/Personal Life Enhancement (WPLE) of Journalists in Kerala**

Variables		N	Mean	Std. Deviation
Work/Personal Life Enhancement (WPLE)		350	9.5314	2.91678
1	Personal life gives energy for job		2.5029	1.18672
2	Job motivates to perform personal activities		2.0629	1.07939
3	Better mood in job due to personal life		2.6943	1.22333
4	Better mood in life because of job		2.2714	1.21265

Source: Primary Data

The Table.6.25 explains the total score and corresponding standard deviation of the variable WPLE and its elements. The overall mean score obtained is 9.5314 ( $\sigma$  2.91678) representing that the Work/Personal Life Enhancement is 'Low' among the journalists working in the mass media sector in Kerala. The variable WPLE composed of 4 items which have been scored as 5 to 1. The mean score for all these items lies between 2 and 3 sensing that journalists are viewed all these aspects of work/personal life enhancement as 'low' level. The frequency and percentages associated with the overall WPLE is summarized below.

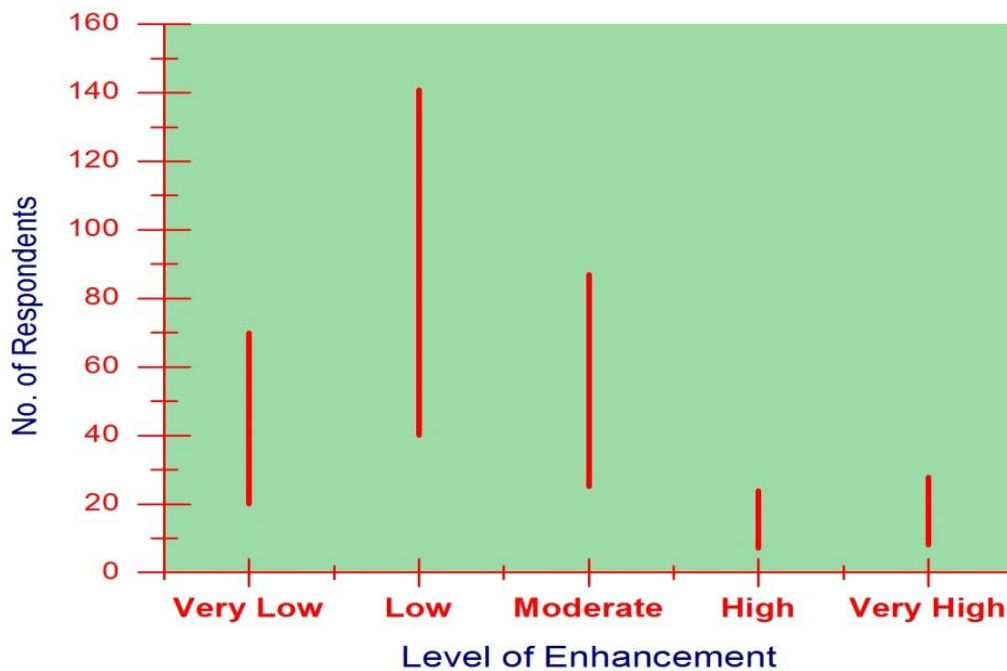
**Table 6.26**

**Response of Journalists on Work/Personal Life Enhancement (WPLE)**

Level of Enhancement	Frequency	Percent
Very Low	70	20
Low	141	40
Moderate	87	25
High	24	07
Very High	28	08
Total	350	100

Source: Primary Data

The percentage analysis revealed that 40% of the sample respondents opined a ‘Low’ level of Work and personal life enhancement, leading to lessening the work life balance. 25% of the respondents are of the opinion of ‘Very Low Enhancement’. A low level of work/personal life enhancement signifies a low level of over all work-life balance among the journalists in mass media in Kerala.



**Figure.6.3. Work/Personal Life Enhancement (WPLE)**

**Table 6.27**  
**Media Wise Analysis of WPLE**

Variables		Type of Media	N	Mean	Std. Deviation	DF	F	Sig.
	Work/Personal Life Enhancement (WPLE)	TV	153	9.3922	2.76309	2	1.033	.357
		Radio	36	9.1111	3.00264			
		News Paper	161	9.7578	3.03681			
		Total	350	9.5314	2.91678			
1	Personal life gives energy for job	TV	153	2.4248	1.13956	2	1.984	.139
		Radio	36	2.8611	1.43731			
		News Paper	161	2.4969	1.16256			
		Total	350	2.5029	1.18672			
2	Job motivates to perform personal activities	TV	153	1.9608	1.05058	2	2.191	.113
		Radio	36	1.9167	1.10518			
		News Paper	161	2.1925	1.09268			
		Total	350	2.0629	1.07939			
3	Better mood in job due to personal life	TV	153	2.7320	1.18658	2	10.145	.000
		Radio	36	1.8611	1.26836			
		News Paper	161	2.8447	1.18088			
		Total	350	2.6943	1.22333			
4	Better mood in life because of job	TV	153	2.2745	1.20980	2	.618	.540
		Radio	36	2.4722	1.31987			
		News Paper	161	2.2236	1.19360			
		Total	350	2.2714	1.21265			

Source: Primary Data

In the Table.6.27, the mean score regarding the Work- Personal Life Enhancement and Type of Media are enlisted. Journalists in all category are rated Work- Personal Life Enhancement as 'Low' with a mean score of 9.3922 ( $\sigma = 2.76309$ ) for TV channels, 9.1111 ( $\sigma = 3.00264$ ) for Radio Stations and 9.7578 ( $\sigma = 3.03681$ ) for Newspaper organisations. The Table gives the analysis result of ANOVA, indicates that the P value is greater than 0.05 and the hypothesis of no difference is accepted at 5% level of significance and hence there is no significant difference among the journalists of various type of media regarding the matter Work- Personal Life Enhancement.

Analysis of each elements of WPLE inferred that significant difference have been observed among the journalists of different media in respect of the mood in job

due to personal life. This difference is found between journalists in Radio stations and journalists in other media. The mean score is low in case of journalists in Radio media, implying that their level of mood in job due to personal life is lower than the other groups of journalists.

**Table 6.28**

**Sector Wise Classification of Journalists on the Response of WPLE**

Variables		Media Sector	N	Mean	Std. Deviation	t	DF	Sig.
Work/Personal Life Enhancement (WPLE)		Public Sector	74	10.3644	2.79888	2.094	348	.037
		Private Sector	276	9.3646	2.92922			
1	Personal life gives energy for job	Public Sector	74	3.0411	1.28494	4.128	102.61	.000
		Private Sector	276	2.3610	1.11949			
2	Job motivates to perform personal activities	Public Sector	74	2.0685	1.14660	.050	348	.960
		Private Sector	276	2.0614	1.06315			
3	Better mood in job due to personal life	Public Sector	74	2.1507	1.32990	4.031	102.37	.000
		Private Sector	276	2.8375	1.15421			
4	Better mood in life because of job	Public Sector	74	2.9041	1.29276	4.816	103.15	.000
		Private Sector	276	2.1047	1.13566			

Source: Primary Data

The results of the t test revealed that there is significant difference among the journalists of public sector media organizations and private sector media organisations on the Work/personal Life Enhancement. The P value (0.037) is less than 0.05 and the null hypothesis of no difference is rejected. The mean score obtained for Public sector journalists is 10.3644 ( $\sigma = 2.79888$ ) and for private sector journalists is 9.3646 ( $\sigma = 2.92922$ ) which means the journalists working in the private sector media organisations are enjoying only a lower level of WPLE than that of journalists in Public media organisations.

The item wise analysis shows a significant difference in three items, namely, Personal life gives energy for job, Better mood in job due to personal life and Better mood in life because of job. The respective significant values are 0.000 each. Journalists in public sector media organisations are of the opinion that they have better mood in life as a result of the work and it gives energy for job than that of in private media. But the mood in job due to personal life is better rated by private media journalists

**Table 6.29**

**Designation Wise Analysis of Work- Personal Life Enhancement (WPLE)**

<b>Designation</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Editor	142	9.6901	2.89088
Reporter	144	9.5278	2.79596
Cameraperson	64	9.1875	3.24098
Total	350	9.5314	2.91678

Source: Primary Data

**Table 6.30**

**ANOVA- Work-Personal Life Enhancement (WPLE) and Designation**

	<b>Sum of Squares</b>	<b>DF</b>	<b>Mean Square</b>	<b>F Value</b>	<b>P Value</b>
Between Groups	11.149	2	5.575	.654	.521
Within Groups	2958.005	347	8.525		
Total	2969.154	349			

In the Table.6.29, the mean score regarding the Work- Personal Life Enhancement and Designation of the media employees are presented. Journalists in all designations are rated Work- Personal Life Enhancement as ‘Low’ with a mean score of 9.6901 ( $\sigma = 2.89088$ ) for Editors, 9.5278 ( $\sigma = 2.79596$ ) for Reporters and 9.1875 ( $\sigma = 3.24098$ ) for Camerapersons.

The Table.6.30 gives the analysis result of ANOVA, indicates that the P value is greater than 0.05 and the hypothesis of no difference is accepted at 5% level of significance and hence there is no significant difference among the journalists of various designation regarding the matter Work- Personal Life Enhancement.

**Table 6.31**

**Permanency Wise Classification of Journalists on Response on Work- Personal Life Enhancement (WPLE)**

<b>Permanency of Job</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Permanent	141	9.3546	3.12852
On Probation	38	9.3158	3.02338
On Contract	171	9.7251	2.70955
Total	350	9.5314	2.91678

Source: Primary Data

**Table 6.32**

**ANOVA- Work-Personal Life Enhancement (WPLE) and Permanency of Job**

	<b>Sum of Squares</b>	<b>DF</b>	<b>Mean Square</b>	<b>F Value</b>	<b>P Value</b>
Between Groups	12.592	2	6.296	.739	.478
Within Groups	2956.562	347	8.520		
Total	2969.154	349			

The table given above shows the results of analysis of variance of the scores of Work- Personal Life Enhancement (WPLE) and the permanency of job. The hypothesis is accepted at 5% level of significance and showed that there is no significant difference among the journalists categorized on the basis of permanency in job on the dimension of Work- Personal Life Enhancement (WPLE).

Journalists in all categories rated Work- Personal Life Enhancement as 'Low' with a mean score of 9.3546 ( $\sigma = 3.12852$ ) in case of Permanent employees, 9.3158 ( $\sigma = 3.02338$ ) in case of employees on probation and 9.7251 ( $\sigma = 2.70955$ ) in case of contract employees. The Table.6.32 gives the analysis result of ANOVA,



which specifies that the P value (0.478) is greater than 0.05 and the hypothesis of no difference is accepted at 5% level of significance and hence there is no significant difference among the journalists of categorized based on permanency in job regarding the matter of Work- Personal Life Enhancement.

**Table 6.33**  
**Analysis of WPLE based on Selected Demographic Variables**

Variables		N	Mean	Std. Deviation	F value	Sig. value
Educational Qualification	Diploma in Journalism	59	8.6780	2.83720	5.032	.007
	Degree/PG in Journalism	96	10.1771	2.35750		
	Other Qualification	195	9.4718	3.12175		
Salary	Up to Rs.10,000	99	9.3434	2.96635	2.979	.012
	Rs.10,001-20,000	136	10.1985	2.66617		
	Rs.20,001-30,000	68	9.1324	3.00201		
	Rs.30,001-40,000	27	8.7037	3.03587		
	Rs.40,001-50,000	5	7.6000	1.67332		
	Above Rs.50,000	15	8.6667	3.47782		

Source: Primary Data

The above table shows the descriptive statistics and the results of the Analysis of variance done to examine whether there is any significant difference in the opinion of journalists categorized based on some selected demographic variables like Educational Qualification and Salary on Work/Personal Life Enhancement. The significance values for Educational Qualification and Salary (0.007 and 0.012) are found less than 0.05 and the null hypothesis is rejected. It is observed a meaningful

difference among journalists of different qualification and different ranges of monthly salary with regard to work/personal life enhancement.

#### 6.2.4. Over all Work-Life Balance (WLB) in Mass Media Sector

Variables and sub variables of Work-Life Balance is analysed in the above chapter heads. In order to find out the overall status of Work-Life Balance among the journalists in Kerala, the scores of each of the variable is added together and obtained the total score of WLB. The level of WLB is categorized as ‘Very Low, Low, Moderate, High and Very High’. A higher value of total score represents high level of work-life balance (low work-life imbalance) and low score indicates low work-life balance (high work-life imbalance). The results of the analysis is given below.

**Table 6.34**

#### **Total Scores of Work-Life Balance (WLB) among Journalists**

<b>Dimensions of Work-Life Balance (WLB)</b>	<b>N</b>	<b>Mean Score</b>	<b>Std. Deviation</b>	<b>Level</b>
Work Interference with Personal Life (WIPL)	350	14.2886	3.46817	High
Personal Life Interference with Work (PLIW)		8.7429	2.61736	High
Work-Personal Life Enhancement (WPLE)		9.5314	2.91678	Low
<b>Over All Work-Life Balance (WLB)</b>		32.5657	6.74547	Low

Source: Primary Data

The Table.6.35 presents the level of Work Life Balance among the journalists of Mass Media Sector in the state of Kerala. The total score of each variables is also analyzed here. It is found a total score of 32.5657 with  $\sigma$  6.74547 among the journalists in respect over WLB and it is inferred that journalists in mass media sector in Kerala experience a ‘Low’ level of work-life balance. Lower levels of work-life balance indicate a high level of work-life imbalance. In nutshell the media professionals in Kerala experience high degree of work-life imbalance problems.

Variable wise analysis is also endeavored. A total score of 14.2886 ( $\sigma$  3.46817) is observed in the variable WIPL, meaning that journalists perceives a ‘High’ level of Work Interference on Personal Life (WIPL). The score corresponding to Personal Life Interference on Work (PLIW) is found 8.7429 ( $\sigma$  2.61736), inferring that journalists are experiencing ‘high’ interference of personal life matters on their work. Work/Personal Life Enhancement scored a low mean of 9.5314 ( $\sigma$  2.91678) and hence it can be concluded that journalists in Kerala are enjoying only a ‘Low’ level of Work/Personal Life Enhancements (WPLE).

**Table 6.35**

**Response of Journalists on Over All Work-Life Balance (WLB)**

Level	Work-Life Balance (WLB)		Work Interference with Personal Life (WIPL)		Personal Life Interference with Work (PLIW)		Work-Personal Life Enhancement (WPLE)	
	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
<b>Very Low</b>	80	21	20	06	17	05	74	21
<b>Low</b>	213	61	14	04	11	03	141	40
<b>Moderate</b>	39	11	39	11	62	18	90	26
<b>High</b>	11	03	201	57	148	42	24	07
<b>Very High</b>	07	02	76	22	112	32	21	06
<b>N</b>	350	100	350	100	350	100	350	100

Source: Primary Data

The frequency and percentage of the response of journalists on the overall work-life balance is summarized in the above table. It is found that 213 (61%) respondents are of the opinion that their work-life balance is come under ‘Low’ category. 80 (21%) opined it as ‘Very Low’. With regard to the dimension of Work

Interference with Personal Life (WIPL), 201 (57%) respondents rated it as ‘high’ and 76 (22%) gives a rating of ‘Very High’ interference.

Personal Life Interference with Work (PLIW) is viewed as ‘high’ by 148 (42%) respondents and ‘Very High’ by 112 (32%) respondents. The positive dimension of Work-Personal Life Enhancement (WPLE) is found low in the media sector. It is opined by 141 (40%) respondents and as ‘Very high’ by 90 (26%) respondents.

**Table 6.36**  
**Overall Work Life Balance among**  
**Journalists of different Media, Designation and Permanency Status**

Variables		N	Mean	Std. Deviation	Inference	DF	F value	Sig. value
Type of Media	TV	153	31.9281	6.66107	Low	2	1.327	.267
	Radio	36	32.5833	6.03502	Low			
	News Paper	161	33.1677	6.95543	Low			
Designation	Editor	142	32.6761	7.27236	Low	2	.054	.948
	Reporter	144	32.5556	6.35189	Low			
	Cameraperson	64	32.3438	6.48373	Low			
Permanency of Job	Permanent	141	32.7786	7.07826	Low	2	.370	.041
	On Probation	38	39.2674	6.53130	Moderate			
	On Contract	171	33.1316	6.53542	Low			

Source: Primary Data

The Table.6.37 presents the level of WLB and the results of the Analysis of variance done to examine the level of WLB and whether there is any significant difference in the opinion of journalists of different type of media, designation and status of permanency on the level of WLB.

**H0: Work-Life Balance of journalists working in TV Channels, Radio Stations and Newspaper Organisations do not differ significantly**

The total score obtained by journalists of Radio stations (32.5833), TV channels (31.9281) and in Newspaper organisations (33.1677) are come under the category of 'Low level'. The F value and corresponding significance value (0.267) has made a foundation to this findings and hence the null hypothesis of no difference is accepted. It can be summarized that there is no significant difference among the journalists of different type of media on the level of WLB.

**H0: Editors, Reporters and Camerapersons do not differ significantly in their Work-Life Balance.**

Analysis of WLB on the basis of designation of journalists indicate that there is no significant difference is observed among Editors, Reporters and Camerapersons on the level of WLB. The significance value of 0.948 is greater than 0.05 and hence the null hypothesis is accepted here. The score obtained is Editor (32.6761), Reporter (32.5556) and Camerapersons (32.3438), implying that all these category of journalists experience a 'Low level' of WLB.

**H0: There is no significant difference among Permanent Journalists, Journalists on Contract and Probationary Journalists in their Work-Life Balance.**

The results of the analysis of Permanency of job is also presented in the above table. The significance value of 0.041 causes the rejection of null hypothesis. It made a finding that there is significant difference among the WLB of journalists of different status of permanency. It is apparent from the table that Permanent employees and contract employees face a low level of WLB (Score is 32.7786 and 33.1316) than employees on probation (39.2674), who are come under a moderate level of WLB.

**Table 6.37****Analysis of the Overall WLB based on Media Sector, Gender, Marital Status and Family Type.**

Variables		N	Mean	Std. Deviation	Inference	t value	DF	Sig. value
Media Sector	Public	74	39.3836	5.97130	Moderate	2.830	126.881	.005
	Private	276	32.0866	6.86514	Low			
Gender	Male	238	36.3067	6.83025	Low	-1.047	348	.026
	Female	112	33.1161	6.55778	Low			
Marital Status	Single	134	40.1119	6.70838	Moderate	1.194	348	.033
	Married	216	32.2269	6.76169	Low			
Family Type	Joint	125	31.8640	7.14520	Low	-1.453	348	.147
	Nuclear	225	32.9556	6.49641	Low			

Source: Primary Data

The Table.6.38 presents the mean score and value of F test to know the level and difference of WLB between the journalists of different media sector, between different Genders, marital status and family type.

**H0: There is no significant difference between journalists working in private and public sector media organisations in respect of their Work-Life Balance.**

The significance value of ANOVA is 0.005 and the null hypothesis is rejected at 5% level. Thus it can be summarized that there is significant difference between the journalists of private sector and public sector on the level of WLB. Analysis of these scores revealed that public sector media journalists scored a comparatively high mean score of 39.3836 which means that they are having moderate level of WLB. On the other hand the score of private sector journalists is 32.0866, inferring that journalists working in private media organisations experience a 'Low level' of WLB.

Gender wise analysis shows that there is significant difference between male journalists and female journalists with regard to WLB. The mean score reveals that both groups of journalists are in lower levels of WLB. But females (33.1161) experience comparatively a lower level of WLB than males (36.3067). The significant Value (0.026) is less than 0.05 and the null hypothesis is rejected at 5%

level and hence it can be said that there is significant difference between male and female journalists with regard to WLB.

Analysis on the basis of Marital Status resulted that there is significant difference between married and unmarried journalists with regard to WLB. The significance value is 0.033 and the null hypothesis is rejected. The means scores for Married journalists is 32.2269 which is lower than that for Unmarried journalists (40.1119), inferring that married journalists experience more work life imbalance problems than married journalists.

With regard to family type, journalists belong to both joint family (31.8640) and nuclear family (32.9556) experience 'Low' level of WLB. The significance value obtained (0.147) is greater than 0.05 and hence it is inferred that there is no meaningful difference between journalists of these two category on the overall WLB.

**Table 6.38**  
**Correlations between**  
**|Compensation and Work Life Balance and its Dimensions**

<b>Work Life Balance (WLB)</b>		<b>Correlation with Compensation</b>
WIPL <sup>1</sup>	Pearson Correlation	.426**
	Sig. (2-tailed)	.000
	N	350
PLIW <sup>1</sup>	Pearson Correlation	.373**
	Sig. (2-tailed)	.000
	N	350
WPLE	Pearson Correlation	.299**
	Sig. (2-tailed)	.000
	N	350
WLB Total	Pearson Correlation	.541**
	Sig. (2-tailed)	.000
	N	350
** Correlation is significant at the 0.01 level (2-tailed).		
<sup>1</sup> Higher Score indicates lesser interference		

From the above analysis it is found that the dimension of Compensation is significantly correlated with the Work-Life Balance (WLB) and its three dimensions such as WIPL, PLIW and WPLE. The r values are WIPL ( $r=0.426$ ), PLIW ( $r=0.373$ ), WPLE ( $r=0.299$ ) and WLB Total ( $r=0.541$ ). All correlations were found to be significant at 0.01 level. Based on this it can be inferred that compensation is significantly correlated with WLB and its dimensions. Higher the Compensation, lesser is the interference of work with personal life and personal life with work, higher is the work/personal life enhancement and higher is the overall work life balance and vice versa. The r value between compensation and Total WLB is 0.541, meaning that there is a high positive correlation between these two variables. Hence, the Hypothesis that *“there is no significant correlation between the Compensation and Work Life Balance of Journalists of the Mass Media Sector in Kerala”* is rejected.

In mass media the variable compensation is found to be a major problem faced by employees. It is one of the key reason to make their work-life imbalanced. Most of the media organisations in Kerala follows inadequate salary structure. Only a few employees are getting salary as per statute. Contract employees get only a consolidated wage for their work.



**Table 6.39****Analysis of the Overall WLB based on Selected Demographic Variables**

<b>Variables</b>		<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>Inference</b>	<b>F value</b>	<b>Sig. value</b>
Experience	No Experience	12	31.9167	6.15642	Low	.260	.903
	Up to 1 Year	35	32.8571	6.59832	Low		
	1-5 Years	131	32.2214	6.55661	Low		
	6-10 Years	104	32.5865	6.84589	Low		
	Above 10 Years	68	33.1618	7.24746	Low		
Age	Up to 30 Years	167	39.6807	6.94920	Moderate	1.117	.042
	31-40 Years	126	31.9520	6.16292	Low		
	41-50 Years	36	33.0000	6.96932	Low		
	51 Years and above	21	34.7143	8.14336	Low		
Salary	Up to Rs.10,000	99	32.0404	6.69285	Low	1.239	.290
	Rs.10,001-20,000	136	33.3897	6.11637	Low		
	Rs.20,001-30,000	68	32.8529	7.48982	Low		
	Rs.30,001-40,000	27	31.2222	7.10543	Low		
	Rs.40,001-50,000	5	29.0000	6.00000	Low		
	Above Rs.50,000	15	30.8667	8.21033	Low		

Source: Primary Data

The Table.6.39 presents the level of WLB and the results of the Analysis of variance done to examine whether there is any significant difference in the opinion of journalists categorized based on Age, Experience and Salary on the level WLB. Experience wise analysis of the level of WLB discovered that there is no significant difference of opinion among journalists of different years of experience with regard overall WLB. The significance value of 0.903 is accepted at 5% level. The scores

shows that the journalists of journalists categorized based on years of experience a ‘Low level’ of WLB.

Age wise analysis shows a high score of 39.6807 in case of journalists up to 30 years of age, denoting that they are having a moderate level of WLB. All other groups of age scored lower mean values and thus come under ‘Low level’ of WLB. The significance value (0.042) is found less than 0.05 and the null hypothesis is rejected, suggesting that there is a meaningful difference of opinion among the journalists categorized based on age in respect of WLB.

Salary wise analysis of the level of WLB resulted a significance value (0.290) which is higher than 0.05, inferred that there is no significant difference among the journalists receiving different scales of salary on the level of WLB. The mean score analysis revealed that all the journalists having different scales of salary are experiencing lower levels of WLB.

**Table.6.40**  
**Correlations between No. of**  
**Children and Work Life Balance and its Dimensions**

Work Life Balance (WLB)		Correlation with No. of Children
WIPL <sup>1</sup>	Pearson Correlation	-.264**
	Sig. (2-tailed)	.000
	N	350
PLIW <sup>1</sup>	Pearson Correlation	-.477**
	Sig. (2-tailed)	.000
	N	350
WPLE	Pearson Correlation	-.466**
	Sig. (2-tailed)	.000
	N	350
WLB Total	Pearson Correlation	-.594**
	Sig. (2-tailed)	.000
	N	350
** Correlation is significant at the 0.01 level (2-tailed).		
<sup>1</sup> Low Score indicates Higher interference		

The Pearson Product Moment Correlation analysis done to measure the association between Number of children that the journalists have and their Work-

Life Balance, resulted significant figures of correlation between these two. The Correlation co-efficient for WLB is (-) 0.594, stands for a negative correlation between No. of children and WLB Total, implying that journalists with more number of children experience lower levels of Work-Life balance or higher levels of work-life imbalance. This correlation is significant at 1% level.

The correlation co-efficient for the three dimensions of WLB are WIPL (-) 0.264, PLIW (-) 0.477 and WPLE (-) 0.466. All these values are significant at 1% level (Sig. value 0.000) and it can be summarized that the No. of children a journalist have is significantly correlated with all these dimensions of WLB.

Thus the hypothesis that “*there is no significant correlation between the No. of Children and Work-Life Balance among the Journalists of the Mass Media Sector in Kerala*” is rejected. It can be concluded that the no. of children has a significant impact on the work-life balance of journalists and journalists with more than one child experience more work-life imbalance problems.

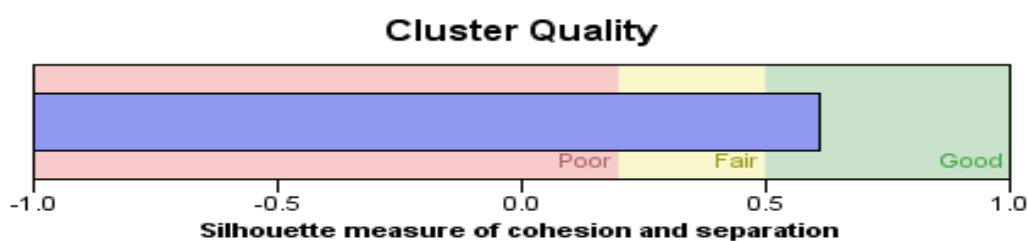
### **6.3. Homogenous groups in terms of key dimensions**

A Cluster analysis was conducted to understand which are the homogenous groups in terms of three leading dimensions? The variables taken are Occupational Stress, Work-Life Balance and Quality of Work Life along with Media sector. The attempt was to categorize the respondents into groups in a way that the degree of association between respondents regarding stress experienced and related variables is minimum. A two-step cluster algorithm in SPSS was used for computation.

Two-step clustering was selected because of three reasons. Firstly, the researcher does not know upfront about the number of possible clusters. Two-step clustering automatically selects the number of clusters as per the algorithm based on likelihood distance measure. Secondly, two-step process identifies the groups by running pre-clustering algorithm first and then do hierarchical methods of clustering, which is an advantage over other methods of clustering. Finally, two-step clustering can accommodate different measurements of data in the same model. Measurements were standardized by centering the scale.

## Cluster Validation

Silhouette Coefficient combine ideas of both cohesion and separation of cluster. It takes into consideration individual data points, clusters as well as the process of clustering. Hence, in order to measure the cluster quality, the Silhouette Measure of Cohesion and Separation was used, visualization of which is given below.



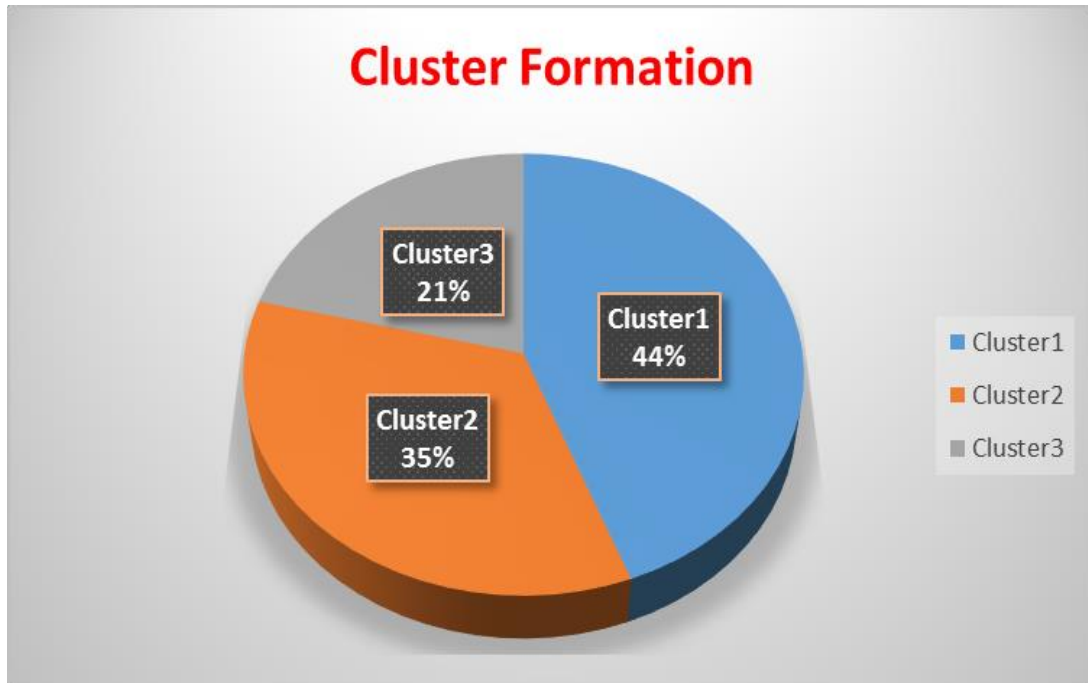
**Figure.6.4. Cluster Quality**

Algorithm	Two-step
Cluster Quality	Fair to good
Inputs	3+1 variables

The researcher attempted other possible models of clusters applying all available demographic variables, but none of them gave a cluster quality near to the current model. The current model suggests three distinct group of clusters with varying temperaments in their overall approach regarding Occupational Stress, WLB and QWL.

## Cluster Formation

There clusters were identified. The diagram given below shows the size of each cluster formed by the two-step cluster method.



**Figure. 6.5. Cluster Formation**

From the three distinct clusters, it can be seen that the largest cluster is formed with 44.3% of respondents where the smallest is formed with 21% respondents. ‘

## Cluster Features

The features of each cluster is given below.

Cluster Variables	Cluster 1	Cluster 2	Cluster 3
Media Sector	Private	Private	Public
Stress Level	69.09	56.02	64.47
Work Life Balance	27.60	47.77	51.45
Quality of Work life	88.81	114.26	97.14

The results of the cluster analysis presented in the Table revealed that there are three clusters formed based on the media sector. The Cluster 1 having Moderate level of Stress, Poor Work-Life Balance and Average Quality of Work Life, which is come under private sector media. The cluster 2 is occupying Very High level of Stress, Better level of Work Life Balance and Higher Quality of Work Life and is in Private sector. The third cluster is found under public sector media and is having above average Occupational Stress, better level of Wok Life Balance and above average level of QWL. Based on the characteristics of this 3+1 criterion, the clusters can be named as follows.

<i><b>The Cautious</b></i>	<i><b>The Competitive</b></i>	<i><b>The Ring Sitters</b></i>
Private sector Medium Stress Less WLB Average QWL	Private sector High Stress Better WLB High QWL	Public Sector Above average Stress Good WLB Above average QWL

***The Cautious***

A polarization can be seen in terms of stress levels within private sector. First cluster is formed of private sector media professionals who experience medium stress with less Work-Life Balance. There is a common notion that all private sector journalists experience higher level of stress. The fact is that though the average level of stress experienced by private sector employees is higher than that of public sector journalist, there exists a considerable group with in private sector whose stress level is less than that of public sector. This group is characterized by lesser work life balance and just average level of Quality of Work Life. Work Life Balance and Quality of Work life being lowest among the three groups, this cluster may tend to be stress avoiding individuals, indicating a cautious nature.

***The Raisings***

This group is composed of private sector media professionals those who experience high level of stress. It can be noted that this group is characterized by

their ability to maintain a better Work life balance and high quality of work life in spite of high stress. It appears that they competitively manage the stress maintaining better work life balance and high quality of work life.

### *The Ring Sitters*

This smallest group (cluster 3) is primarily different from other two groups in terms of the sector of employment. Contrary to the mainstream perception that public sector is less stressful, this group experience above average stress level. However, they manage to maintain good work life balance and above average quality of work life signaling that they too combat stress relatively good.

## **6.4. Relationship between QWL, OS and WLB**

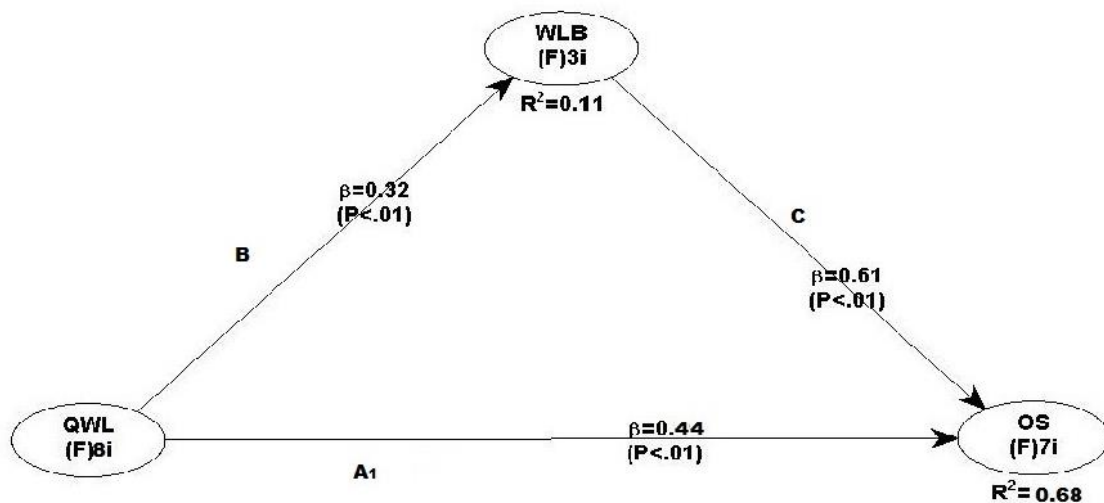
In order to fulfill the objective of examining the relationship between QWL, OS and WLB, the Structural Equation Modelling (SEM) using Warp PLS has been applied. This model seeks to identify and elucidate the mechanism that underlies an observed relationship between an independent variable (QWL) and a dependent variable (OS) via the inclusion of a third explanatory variable (WLB), called a mediator variable. Rather than hypothesizing a direct causal relationship between the independent variable and the dependent variable, a mediational model hypothesizes that the independent variable (QWL) influences the mediator variable (WLB), which in turn influences the dependent variable (OS). Mediating relationship occur when the WLB plays a significant role in governing the relationship between QWL and OS.

The variable QWL is the causal variable and the variable that it causes or OS is the outcome. The unmediated model is



**Figure.6.6.Unmediated Model**

In the diagram shown above, Path c is the total effect. The respective beta co-efficient is 0.63 and is significant ( $P < 0.01$ ). Here A is the direct effect/contribution of QWL. The effect of QWL on OS is mediated by a process or mediating variable WLB, and the variable QWL may still affect OS. The direct effect measures the extent to which the OS changes when the QWL increases by one unit and the WLB remains unaltered. The mediated model is given below.



**Figure.6.7. Mediation Model**

The Variable *WLB* is taken as *intervening or process variable and which mediates the relationship between QWL and OS*. This is the case of Partial mediation, which maintains that the mediating variable accounts for some, but not all, of the relationship between the QWL and OS. It infers that there is not only a significant relationship between the WLB and the OS, but also some direct relationship between the QWL and OS. (Complete mediation is the case in which variable QWL no longer affects OS after WLB has been controlled and so path  $A^1$  is zero.) Partial mediation is the case in which the path from QWL to OS is reduced in absolute size but is still different from zero when the mediator (WLB) is introduced. Here the beta value is reduced from 0.63 to 0.44, is the result of mediation ( $p < 0.01$ ). A mediational model is a causal model. The amount of mediation is called the indirect effect.



**Total effect = Direct effect + Indirect effect    or     $A = A^1+BC$**

$$0.63 = 0.44 + 0.32 \times 0.61$$

The indirect effect equals the reduction of the effect of the causal variable on the outcome or  $BC=A-A^1$ . The indirect effect or BC is the measure of the amount of mediation. The standard Error is found to be 0.010

**Table.6.41. Model Fit and Quality Indices**

SL No.	Model Fit and Quality Indices
1	Average R-squared (ARS) = 0.295, P<0.001
2	Average Adjusted R-squared (AARS) = 0.292, P<0.001
3	Average Block VIF (AVIF) = 1.111, acceptable if $\leq 5$ , ideally $\leq 3.3$
4	Average Full Collinearity VIF (AFVIF) = 1.643, acceptable if $\leq 5$ , ideally $\leq 3.3$
5	Tenenhaus GOF (GOF) = 0.370, small $\geq 0.1$ , medium $\geq 0.25$ , large $\geq 0.36$
6	Sympson's Paradox Ratio (SPR) = 1.000, acceptable if $\geq 0.7$ , ideally = 1
7	R-squared Contribution Ratio (RSCR) = 1.000, acceptable if $\geq 0.9$ , ideally = 1
8	Statistical Suppression Ratio (SSR) = 1.000, acceptable if $\geq 0.7$
9	Nonlinear Bivariate Causality Direction Ratio (NLBCDR) = 1.000, acceptable if $\geq 0.7$

Source: Output of Warp PLS.

The fit of the measurement model has been validated through the Model Fit and Quality Indices achieved from the output of the Warp PLS. like the ARS, AARS, AVIF, GOF, SPR, RSCR, SSR and the NLBCDR. The Average R-squared (ARS) is found adequate (0.295) with a significant P value. Average Adjusted R-squared (AARS) value is 0.292 and is found significant.

The Average Block VIF (AVIF) is 1.111 and is acceptable as the value is  $\leq 5$ . It is considered as ideal as it is  $\leq 3.3$ .

The model resulted an Average Full Collinearity VIF (AFVIF) Value of 1.643 and is accepted. A large value of Tenenhaus GOF (0.370) indicates a good fit. The Simpson's Paradox Ratio (1.000), R-squared Contribution Ratio (1.000), Statistical Suppression Ratio (1.000) and Nonlinear Bivariate Causality Direction Ratio (1.000) are in adequate fit as their values are approaching to 1.

## Chapter 7

### **Findings, Conclusions and Recommendations**

The mass media sector provides wide employment opportunities for different category of people like journalists, engineers, designers, photographers, artists, printers, composers, block-makers, stenographers, typists, book sellers, visual editors, sound artists, freelancers etc. According to the joint study of FICCI and price water house keeper (2014), the media industry is on the anvil of tremendous progress. From their statistics one can perceive that this industry attained a growth of 8.9%. This growth rate is a clear indication that the media industry grows more quickly than Indian Economy. Sadly enough the growth in the industry does not improve the conditions of the work force in the sector. They are paid meagre or pittance. There are concerns on the working conditions of employees in this sector as expressed by former researchers and mainstream writers. In spite of the increased attention that the media sector gets such concerns remain largely unanalyzed. Such apprehensions include issues related to safety, security, increased workload and necessity to be alert round the clock. The work of Journalists often leads them in troubling or hazardous situations especially when they work as war correspondents and News photographers. They get only minimum time to spend with their family members and in most cases they experience work-life imbalance, as pointed out by many researchers. Monetary return of the work is also debatable. These hosts of issues collectively point towards the quality of work life a media employee gets.

## **7.1. The Research Problem in Brief**

Among the people associated with the media sector, the role of journalists is very crucial. They provide a wide range of activities related with news production including reporting, criticism, editorializing and the conferral of judgment on the shape of things. They have to engage work for long hours, great stress levels, little energy, prolonged travel duties, condensed healthy family meals and inadequate basic quality of personal and family lifestyle. However the journalists are not getting adequate wages/salary and other benefits of employment as per the statutory regulations and they do not get due respect and reward in accordance with the volume of work they perform. The service benefits and pay package of the employees in this sector are not at par with their qualification and caliber. Journalists face different type of risk associated with their work.

A salient feature of the mass media industry is that there is an emerging trend of attracting young women towards this sector. However, they are not getting genuine statutory protection and benefits from this sector. The existing regulations are not properly adhered for the welfare of the journalists. In most cases they experience the problem of hefty work load and overtime work which leads to occupational stress. They enjoy only a moderate quality of work life. The work-life imbalance is a serious issue among them. At this juncture, it is worthwhile to examine the prominent factors determine the QWL of the journalists in the mass media sector and what is the level of their QWL. Similarly, the major stressors of the journalists in this sector and to what extent they experience occupational stress is yet another dimension to be investigated. It is also relevant to examine the status of work-life imbalance among the working journalists. Therefore, the present study has been done to accomplish this.

The **objectives of the Study** were recapitulated below

1. To examine the level of Quality of Work life among the Journalists of Mass Media sector in Kerala
2. To identify the prominent factors contributing to the Quality of Work life among the Journalists
3. To explore the Major stressors and to assess the level of Occupational Stress experienced by the journalists in Kerala
4. To evaluate the Work-Life Balance Status of the journalists in Kerala
5. To study the relationship between Quality of Work Life, Occupational Stress and Work-Life Balance among the journalists.

## **7.2. Methodological Design**

The present work is descriptive in nature. Both secondary and primary data were collected and used. The secondary data were collected from Reports of the Registrar of Newspapers of India, Ministry of Information and Broadcasting, Prasarbharathi Broadcasting Corporation of India, All India Radio, Doordarsan News, Labour Commission, Kerala, Kerala Shops and Commercial Establishments Welfare Board, Information & Public Relations, Kerala, Press Clubs in Kerala, Websites, Books, Periodicals, Study reports, Paper presentations, Research Dissertations and Theses.

The primary data were collected from the working journalists such as Reporters, Editors and Camerapersons in the Newspaper organizations, Television Channels and Radio Stations in Kerala. The sample respondents include 350 journalists, consisting of 222 from print media and 128 from electronic media selected from the three zones of the state of Kerala. These

journalists were selected with the help of Proportionate Stratified Random Sampling Technique. The data required for the research were collected with the help of a Structured Questionnaire and Interview schedule. Before finalizing the tool, a pilot study has been conducted among a few sample respondents. Thereafter, suitable modifications have been effected and thus finalized the tools. Appropriate reliability and validity tests have also been done.

The quantitative data so collected were analysed with the help of SPSS and Qualitative data through the application of QDA Miner, Textalyser and Origin Pro. Structural Equation Modelling was done by using Amos and Warp PLS. The various tools like Percentages, Mean, Standard Deviation, Chi-square test, t-test and F-test, Correlation Analysis, Tukey's HSD test for Multiple Comparison, Cluster Analysis, Constant Comparison Method and a Structural Equation Modelling were employed for the analysis of the data.

### **7.3. Summary of Chapters**

The report of the study has been presented in seven chapters. The first chapter is the introduction. It covers research problem, Scope, Significance of the study, objectives and hypotheses, operational definition of concepts, research methodology, limitations of the study and chapter scheme of the report. The second chapter presents the review of literature related to the research work. An overview of the concept of QWL, Occupational Stress, Work-Life Balance and Mass Media Industry in India is presented in the chapter three. The fourth chapter is devoted to discuss the results of the analysis on the QWL among the journalists of Mass media sector in Kerala. The identification of major stressors and the assessment of the level of occupational stress among the journalists in Kerala have been attempted in the chapter five. The sixth chapter deals with an assessment of the level of Work-Life Balance among the journalists. The seventh and last chapter presents the

major findings, conclusions, recommendations and suggested topics for further research in the related area.

For the purpose of discussion the chapter is divided in to three sections. Section 'A' gives the major findings emerged from the analysis. Section B is concerned with the conclusions drawn from the findings and that of Section C presents recommendations.

## **Section A**

### **7.4. Findings of the Study**

The major findings of the study are briefly given in the following pages.

#### **7.4.1. Quality of Work Life**

1. Among the factors influencing QWL of the journalists in the mass media industry, Compensation is found to be the most important. The other major factors in the order of influence are Work & Total Life Space, Opportunity for Growth & Security, Opportunity to Use & Develop Human Capacity, Working Conditions, Constitutionalism, Social Relevance and Social Integration of Work.
2. Journalists in the mass media sector perceive that they enjoy only a moderate level of Quality of Work Life. It is seen that 62% of the respondents perceived their level of QWL as 'Moderate' and 23% opined that it is only 'Low'. Only 11% of the respondents rated it as 'High'.
3. The variable wise analysis indicates that the dimension of compensation shows the lowest score and it is rated as 'Low' level. On the other hand, the variable Social Relevance has the highest score and is viewed as 'Very high'. Regarding the other dimensions such as

Constitutionalism, Working Conditions and Opportunity for Growth & Security are perceived as in 'Moderate' level. The variable Social Integration is viewed as 'High' and the Work & Total Life Space and Use & Develop Human Capacity are perceived as 'Low'.

With regards to the Compensation package 80% of the respondents are rated as either low or very low level. Working conditions are rated as 'Moderate' by 34% of the respondents and as 'High' by 28%. As far as the Opportunity for Growth and Security is concerned, 41% perceived it as 'Moderate' and 27% rated a 'High' level of growth and security in the working environment. Opportunity to use and develop human capacity is viewed either low or very low by 61 % of the respondents. The element of Social Integration is viewed as 'High' in mass media sector. 53% are in the category of either 'High' or 'Very High'. Constitutionalism in the work organization is rated by 65% of the respondents as low or very low. Likewise, 23% rated it as 'Very Low'. 41% of the respondents have the opinion of only a 'Low' work and total life space in their job and 30% are having a 'Moderate' view on this. 71% of the respondents opined that the social relevance of their work is either 'Very High' or 'High'.

4. It is found that there is no significant difference among the journalists of Radio stations, TV channels and in Newspaper organizations in the overall level of QWL. It is found only moderate. However, designation wise analysis of the journalists indicates that there is significant difference among them in this respect. Camera persons experience a comparatively higher QWL compared to that of Editors and Reporters. Permanent employees, employees on probation and contract employees experience only a "moderate level" of QWL without any statistically significant difference. Sector wise analysis resulted that public sector



media journalists experience a comparatively better QWL than that of in private sector. No significant difference is witnessed in this respect in the case of Gender wise, Marital Status wise and Family Type wise analysis. The QWL among journalists with higher experience and more age is found to be better than others.

5. Monthly Salary is found to be a crucial factor which determines the QWL in media and it is observed that journalists with higher scales of salary enjoy better QWL.
6. Job security, one of the major factors in the dimension of opportunity for growth and security, on which every respondent opined as questionable.
7. **Compensation** in mass media sector shows the lowest score of 9.4400 and it is rated as 'Low' level. No significant difference is found among the journalists working in TV channels, Radio stations and Newspaper organisations in this regard. The permanent journalists (9.2979) and journalists on contract (9.7251) rated it as 'Low' but the journalists on probation (8.6842) are getting a 'Very low' rate of salary without any other benefits. No difference is found based on the analysis of Gender, Marital Status and Family Type wise in this respect. The sample journalists irrespective of their designation are of the opinion that they are not rewarding in par with their work experience and qualifications. But Sectorial analysis exposed a meaningful difference that the Journalists of public media organizations show a comparatively high score of compensation (10.8378) than that of private media organizations. This indicates that more equity is available in public media organizations. At least it is perceived so by media employees.

8. Journalists in Kerala perceived only a 'Moderate' level of **Working Conditions** (13.35430). Among them, Journalists of public media organisations (15.1216) enjoys a better working conditions than journalists working in private media organisations (12.8804) especially Journalists in Radio stations, who rated working conditions as 'high' (15.5278) compared to the TV channels (13.1503) and Newspaper organizations (13.0621) where it is opined as 'Moderate' environment of work. Journalists of different designation and different status of permanency have the similar view on working conditions. In case of Editors on news desk in print media as well as in Television channels and reporters covering news for long hours of time, may not get sufficient time for sleep and rest and it may continue for days and months. As far as camerapersons and reporters are concerned, they are even attacked by the public or criminals at fields. The morning shift of journalists in AIR/DD News start very early in the morning causes the Editors and News Readers in this media to face the situation of sleeplessness. Journalists opined that they are lacking time for rest and sleep and safety and protection while covering news in open places which lead them in dangers. But in news rooms/studios and offices they enjoy a clean and neat atmosphere and the fatigue is also low.
9. The **Opportunity for Growth & Security** in media sector (16.1171) is found as in 'Moderate' level. No significant difference is observed among the journalists in different type of media such as print and electronic in this respect. But the Journalists in Public sector (17.4420) have higher opportunity for growth and security than private sector (15.9054). Camerapersons reported a higher opportunity for growth and security than editors and reporters. There is considerable difference among permanent journalists, journalists on probation and contract journalists in this dimension. The permanent employees have

more opportunity for growth and security than other groups of employees and it is rated as 'High'. Their feeling on the security of job is also higher compared to that of contract and probationary journalists. Journalists of 51 years and above believe that they have 'High' level of opportunity for growth and security than the other groups and highly salaried journalists have a strong opinion of high opportunities for growth and security. The respondents with journalism educational background possess a comparatively low level of opportunity for growth and security than that of Non-journalism Qualifications.

10. **The opportunity to use & develop human capacity** in mass media sector is found to be 'Low' (10.2171). Journalists working in Radio Stations have the limited opportunity to use and develop human capacity (7.8889) and at the same time those in Newspaper organizations (10.9379) and TV channels (10.0065) occupy a moderate level of score in this respect. Lower level employees like reporters/trainee journalists and sub editors have less freedom to plan and execute individual stories and airing or publication of news. There is frequent pressure on them by the top level employees or from the side of management. In most cases they do not get an appreciation or motivation from the side of the organization. Normally there is no additional remuneration for the extra work. Journalists of Private media organisations (10.5910) have more opportunity to use and develop human capacity than that of public sector (9.1781) in which it is rated as 'Low'. They get more opportunity to exercise freedom in planning and making individual news stories than that of other groups and appreciation for good performance etc. Permanent employees in mass media sector have comparatively higher Opportunity to use and develop Human Capacity than others.

11. **Social Integration** in the media environment (13.6314) is viewed as in 'High'. But media wise analysis gives a finding that it is low in Radio Stations and moderate in Television and Newspaper organizations. There is a significant difference in the level of the dimension-Social Integration among the journalists employed in print as well as electronic media. Almost all Journalists in radio stations are working on contract basis and lack a healthy communication between the organization and these journalists. Hence the social integration is rated as low. Both the contract and permanent journalists in newspaper organizations and TV Channels in both private and public sectors reported a moderate rating for social integration. Camera persons reported a high level of Social Integration (15.7813) than Editors (13.0986) and Reporters (13.2014). Significant difference is observed between Permanent employees and other two categories of employees of different in view of social integration in the working organisations. Permanent employees rated it as 'High'. But there is no significant difference between contract employees and employees on probation in this dimension and both of these groups rated social integration as 'Moderate. Experience plays no difference among the journalists with regard to social integration. Monthly salary has a positive impact on the social integration of journalists in the work environment. Highly salaried journalists have a positive look on their social integration and feel freedom in communication, appreciation for good performance and team work in their organisation. Respondents of non-journalism educational background viewed a 'High' level of social integration than others.
12. Media sector promotes only a moderate environment of **Constitutionalism** (7.7514) in the working organisation. Here journalists working in print media organization enjoy a better

environment of constitutionalism than that of in electronic media where it is low. Private sector has a 'Moderate' level of this dimension than public sector where it is found as 'Low'. In public media organisations, journalists appointed on contract face the problems of absence of equal treatment in the working environment. There lacks a proper mechanism of grievance handling and employee-employer relations. Designation wise investigation resulted a 'Moderate' view on Constitutionalism by Editors and low level of the same by Reporters and Cameraperson. Permanent journalist and journalists on probation are in 'Moderate level' with regards to the constitutionalism in the work organization. But the Employees on contract are found to be in 'Low' category. A significant difference is observed in Salary wise analysis of constitutionalism that the journalists of higher monthly salary opined a lower levels of constitutionalism and vice versa.

13. Mass media working environment permits only a low level of **Work & Total Life Space** (10.1114) for journalists. Employees of both print and electronic media perceive the Work & Total Life Space in more or less similar manner. But the journalists in public sector have a comparatively high level of work and total life space than private sector. The permanency of job does not make a significant difference on the work and total life space.
14. **Social Relevance** of work among the journalists is found to be 'Very high' (16.7914). Employees in electronic media rated as 'High' with regard to social relevance compared to the journalists in print media. Television journalists viewed a comparatively higher level of social relevance than others (15.0458) due to the popularity of this media among public. Journalists in public media organisations rated it as higher than that of in private media organisations. Significant

difference is found between journalists of Contract and the other two groups namely Permanent and On Probation. Journalists working on Contract basis believe that their job has higher social relevance and rated as 'Very High'. The remaining two categories of journalists rated it as 'High'. A 'Very High' level of social relevance is found among the journalists getting a salary of more than Rs.50, 000.

#### **7.4.2. Occupational Stress**

1. It is found that Time Pressure is the most important factor which affects the occupational stress among the journalists which comprises working hours, over time work, holidays, tension and shift system. The second important stressor is Home Work Interface which includes Travel, Transfer and Time with family. Security and Threat occupies the fourth place involving Field security, Threats, Job security and Risk in work. Enabling Factors, Role overload, Manifestations and Organisational ambience are the remaining influencing factors of occupational stress in media sector. Job security, time spend with family, work load, holidays and rest time are found to be the most uncertain elements in the working life of journalists in Kerala.
2. Journalists in Kerala experience a 'High' level of Occupational Stress. Majority (57%) of the respondents viewed their level of occupational Stress as either 'High' or 'Very High'. Only 10% reported it as low or very low level.
3. Journalists in radio stations experience only a 'Moderate level' of Occupational Stress than that of in TV channels and Newspaper organisations, in which the level of stress is found as 'High level'. No significant difference is observed among Editors, Reporters and Camerapersons on the level of occupational stress they are exposed to.

All these category of journalists experience a 'High level' of occupational stress. Permanent employees and contract employees face a high level of occupational stress than employees on probation. Journalists working in private media organisations experience higher level of occupational stress than the journalists in government media. Low salaried journalists experience comparatively higher levels of Occupational Stress. Occupational stress in mass media sector has a significant association with the No. of children the journalists have. The journalists having more than one child experience higher levels of occupational stress. There is a significant association between Gender and Occupational Stress. Female Journalists experience higher level of stress than male journalists.

4. A high negative relationship is witnessed between compensation and occupational stress and the seven dimensions of occupational stress. Higher score of occupational stress and its dimension implies lesser stress. Here compensation acts as a major stressor among journalists and inadequacy of a good compensation package leads stress among them which ultimately affects their performance.
5. Journalists perceive a 'High' level of **Time Pressure** associated with the job. It is seen that majority of the journalists (62%) are exposing either 'High' or 'Very High level' of time pressure. Journalists in TV Channels (11.4907) and Newspaper organisations (12.1438) experience a higher level of Time Pressure than that of journalists in Radio Stations (13.0278) who rated it as 'Moderate'. Journalists working in private media organisations face a high time pressure in work than that of journalists working in public sector media organisations. The journalists without having previous experience face a 'Very high' level of time pressure on their work than others. All the

remaining category of journalists fall under the 'High' level of time pressure.

6. **Security and threat** faced by the employees is high in the media sector. Journalists face the risk of security on their job as most of them are employed on contract basis. The Permanent Journalists face 'Moderate' level of security and threat and the remaining two categories of employees such as Journalists on contract and Journalists on Probation experience a 'High' level of security and threat. They also face risk in field reporting and threats from political parties on the news published or aired. Reporters and Camerapersons face the risk and threat during outdoor reporting and the problem of job security. Editors and Reporters face Political threats. No difference is observed in this regard among the journalists in TV channels, Radio Stations and Newspaper organisations. By producing sensational news and stories journalists are taking a high degree of risk in work which will result a threat on their job and even on life. A comparatively low level of security and threat is found among the journalists without experience and journalists who belong to the age group of 51 years and above.
7. **Organisational ambience** is found in moderate level in mass media. Employees feel only a moderate environment, infrastructural facilities and welfare facilities in their organisation. Journalists of private media face a 'high degree' of organisational ambience problems than that of public media journalists where it is in 'Moderate level'.
8. Journalists in Kerala reported a high degree of **stress manifestations** in their profession. They are experiencing sleeplessness and are not getting enough relaxation time which causes sometimes physical as well as mental illness to them. TV journalists face 'high' level of sleeplessness due to their work than others. They are forced to work for



long hours without sleep and rest both in studios and in field. Public sector journalists (9.6438) have only a moderate situation for sleeplessness, lack of relaxation and physical and mental illness than private sector journalists. Duty time in public media is almost fixed and there are fewer chances for work beyond normal hours. They get sufficient number of holidays and off days than that of in private media. Stress due to stress manifestations is 'High' among Permanent journalists and Journalists on Probation while it is 'Moderate' among Journalists on Contract.

9. Presence of **enabling factors** is very few in mass media and the Journalists face high degree of stress due to absence of enabling factors. It is found that stress due to Enabling Factors is 'Very high' among the journalists in Radio Stations compared to the TV channels and Newspaper organizations. Journalists in the Radio Media have no freedom to take individual decisions regarding the work and they are not enjoying any appreciation from their superiors regarding presumably excellent performances. Print and TV journalists have only limited freedom in decision making and they also lack the appreciation from superiors. They feel discrimination and favoritism in the organisation and in most cases compelled to break up media ethics in news stories. Stress due to enabling factors in the work environment is 'High' among Reporters and camerapersons and it is 'Moderate' among Editors. Overall it can be seen that there are concerns on lack of freedom, though varying in degrees, and absence of appreciation.

10. 'High level' of **Home-Work Interface** is found among the journalists in Kerala. Journalists in public sector experience only a 'Moderate' level of home-work interface. On the other hand the private sector journalists rated home-work interface as 'high'. Reporters and camerapersons in Television channels and Newspapers are bound to travel frequently in order to cover news in various locations. It affects seriously their family life. Frequent transfers in both these media also act as a barrier in the family life of journalists. In contradiction to this, journalists working in public sector media organisations responded that this is not a serious issue. A comparatively high home-work interface is found among Married journalists than unmarried journalists in mass media sector. Gender wise analysis gives an inference that Female journalists are having more home-work interface than males. Reporters and Camerapersons experience high level of stress due to home-work interface. But it is moderate in case of Editors. Reporters and camerapersons are supposed to be on duty all over the area under their jurisdiction. They are bound to cover every news in this area throughout a day irrespective of their time schedule. Editors may have a fixed time schedule. They need not travel frequently and may get minimum time with family. But editors in night shift, especially in newspaper organisations may miss their evenings with family and social activities.
11. The **role overload** is high among the journalists especially in private sector media. In public sector, it is found as moderate. Female journalists perceived a comparatively high level of role overload than males. Females have to play a dual role, one is occupational and the other is related to family and children. Significant difference is observed among journalists with different years of experience in this dimension. Journalists of no experience face a 'Very high' level of role

overload on their work and the journalists having experience up to one year face only a moderate level of role overload. All the remaining category of journalists fall under the 'high' level of role overload.

#### **7.4.3. Work Life Balance**

1. Journalists in mass media sector in Kerala experience a 'Low' level (32.5657) of Work-Life Balance which indicates a high level of Work-Life Imbalance. Majority (61%) of the journalists rated their Work-Life Balance as 'Low' and 21% opined it as 'Very Low'. The journalists perceive a 'High' level of Work Interference on Personal Life (WIPL) and 'high' Interference of Personal Life on their Work (PLIW), but have only a 'Low' level of Work/Personal Life Enhancements (WPLE).
2. Permanent employees and contract employees experience a low level of WLB than employees on probation, who perceived a moderate level of the same. Public sector media journalists experience a moderate level of WLB and the journalists working in private media organisations rated it as 'Low'. There is significant difference between married and unmarried journalists with regard to WLB. Married journalists experience more work life imbalance problems than unmarried journalists. Female journalists experience comparatively a higher level of work-life imbalance problems than male journalists. Young Journalists face a moderate level of WLB problems than others. Work Life Balance is negatively correlated to number of children of the journalists. Journalists with more number of children experience lower levels of Wok-Life Balance or higher levels of work-life imbalance.

3. Compensation is significantly correlated with the Work-Life Balance (WLB) and its three dimensions such as WIPL, PLIW and WPLE and found that higher the Compensation, lesser is the interference of work with personal life and personal life with work, higher is the work/personal life enhancement and higher is the overall work life balance and vice versa. In mass media sector, the variable compensation is found to be a major problem faced by employees. It is one of the key reasons to make their work-life imbalanced. Only a few employees are getting salary as per statute. Contract employees normally get only a consolidated wage for their work.
4. The **interference of work on life** is 'high' among the journalists working in the mass media sector in Kerala. 57% of the sample respondents face 'high' interference of work on their personal life leading to low work life balance. Only 26% of the respondents are of the opinion of 'Very high' interference of work on personal life. High interference of work on personal life causes a low work life balance among the journalists.
5. Journalists working in the public sector media organisations face a 'Moderate' interference of work on personal life than that of in Private sector media organisations who experience a 'high' interference of work on personal life. Journalists in Radio stations rated Work Interference with Personal Life as 'moderate'. Most of the journalists of All India Radio News Units are employed on contract basis and this job is of a part-time nature. These journalists may have other employment and their work interference on family life is also moderate. Journalists in newspaper organisations and TV channels are to work on shift basis but the shift may extend most of the time beyond the normal hours of work. Public media organisations have a

comparatively comfortable work schedule than that of private media organisations. Most of the private Television channels telecast round the clock and at the same time the public sector media like Doordarsan and All India Radio have only limited time news transmission and the journalists in this sector get time for indulging in family and social matters. Their work schedule is not as tight as that of private channels. Newspaper organisations with duty schedules extending to the whole day and night makes the family affairs of the journalists difficult.

6. The **interference of personal life on work** is 'high' among the journalists working in the mass media sector in Kerala which causes a low work life balance among the journalists. Journalists in public sector media organisations are of the opinion that they have higher Personal Life Interference on Work than the journalists in private media. With regard to the elements like Extent of Strain and Hard Work, the journalists in Private media organisations are rated higher than public media journalists. Married journalists working in the media organisations face high interference of personal life on Work than that of journalists of single status.
7. **Work/Personal Life Enhancement** is 'Low' among the journalists working in the mass media sector in Kerala. Significant difference is found among the journalists of public sector media organizations and private sector media organisations on the Work/Personal Life Enhancement. Journalists working in the private sector media organisations enjoy only a lower level of WPLE than that of journalists in Public media organisations. Journalists in public sector media organisations responded that they have better mood in life as a result of the work and it gives energy for job than that of in private media. But the mood in job due to personal life is better rated by private media

journalists. This may be signaling that media persons in private sector do not keep a personal-professional distinction as compared to public sector, pointing to job-life intertwining with in private sector.

8. Three Clusters were found among journalists in Mass media in Kerala placed on Sector wise, namely, *The Cautious*, *the Raisings* and *the Ring Sitters*. The first cluster is from private sector media journalists characterized by medium stress, lesser work life balance and just average level of Quality of Work Life. They are stress avoiding individuals, designating a cautious nature. *The Raisings* composed of private sector media professionals those who experience high level of occupational stress with the capacity to preserve a better Work life balance and high quality of work life. *The Ring Sitters* belongs to public sector with above average occupational stress, good work life balance and above average quality of work life.
9. There found a significant relationship between the WLB and the OS and a direct relationship between the QWL and OS. The Variable WLB is acting as a mediating variable which mediates for some, but not all, of the relationship between the QWL and OS.

## **Section B**

### **7.5. Conclusions**

The major conclusions drawn from the foregoing findings are briefly elucidated below.

The QWL of the journalists in the mass media sector of Kerala is influenced mainly by eight factors. Among these, Compensation is a crucial factor. The other prominent factors are Work and total life space, opportunity for growth and security, opportunity to use and develop human capacity, working conditions, constitutionalism, social relevance and social integration. The overall QWL of the journalists is only at a moderate level.

The compensation package of journalists is not at par with their work and excellence. The permanent journalists in the public sector and a few 'Star journalists' in the private sector only an exception to this. Even more experienced journalists when compared to other sector enjoy only a lower level of pay package. The pay package insisted by the Wage Boards appointed by the Government from time to time are neglected by most of the media organisations in Kerala.

The journalists experience the acute problem of job security. The major reason behind this is that they are appointed only on contract basis. In recent time a tendency is seen among almost all the media organisations to employ journalists only for a short period of time and are not confirmed as permanent. This has serious impact on the quality of work life of the journalists.

The journalists in public sector have a better QWL compared to private sector media organisations. Compared to Editors and Reporters, the QWL of the Camerapersons is fair. The age and experience of the working journalists have a significant influence on their QWL. Though the journalists enjoy only

moderate working conditions, the public sector fared well. Among the journalists, the working conditions of Camera persons and Reporters are very pitiful.

The working journalists in Kerala experience a high level of Occupational Stress irrespective of their status and media. However, the private sector journalists face a comparatively higher level of occupational stress than that of in government media. Low salary is found to be one of the key factors affecting occupational stress in media. Higher the salary, lower the stress. There is significant difference in the level of occupational stress between male and female journalists, where female journalists experience a higher level of occupational stress.

Time Pressure is the most important factor affecting the occupational stress in mass media. The other important factors are Home-work interface, security and threat, absence of enabling factors, role overload and stress manifestations. Organisational ambience is the least affecting factor. Lack of physical security and external threat is also persist in media sector. The problem of sleeplessness and lack of rest and relaxation among the journalists in the editorial desk and in field reporting is a serious issue which ultimately causes occupational stress. This may not be an issue in public sector media, where no regular broadcast after 11.30 night.

Work-Life Imbalance is a common issue among the journalists in Kerala. Work life balance is low among them. The work interference with life and personal life interference on work is found to be high among them. However, the positive dimension of work/personal life enhancement is only at low level. In this case, Work Life Imbalance is comparatively more among the private sector journalists. The factors like marital status, gender, no. of children etc. have a significant role in making the employees' work-life balanced. Similarly, compensation is significantly correlated with WLB, that



is higher the compensation, higher the work life balance. There is a mediating effect of WLB on the relationship between QWL and OS.

Now a days, Journalism has become a thrilling and exhilarating profession in the arena of communication. It is an honorable and dynamic profession directing at the service of the people by the distribution of news. Journalism is growing day by day and there is a continuous demand for the trained and creative persons to work with good prospects in this job. Heavy workload, professional expectations and competition, employees in media industry have to work continuously beyond their daily hours for achieving their personal and organizational goals.

A proper understanding of the occupational stress, quality of work life and work-life balance problems will help the media organizations to implement programs and strategic initiatives to mitigate these problems in the mass media sector for the development of a high performance culture and appropriate family-friendly programs that inspire journalists to relish during and after normal working hours so as to attract and retain the journalists of higher caliber.

## Section C

### 7.6. Recommendations

Based on the findings and conclusions of the study, the following recommendations are presented to improve the current situation in media sector.

1. It is found that the journalists in the Mass media sector experience the problem of unfair compensation package. Presently the employees feel that they are not getting reward in accordance with their qualifications, the work they perform and the risk they undertaken. Even though the media sector is governed by the statutory regulations like the Working Journalists Act, Wage Board recommendations etc., journalists are of the opinion that the media management and government authorities are not very particular in implementing the pay package as recommended by the Wage board. In order to overcome this situation, the government authorities, mainly the Labour Commission should take initiative to ensure that the journalists are rewarded fairly as per the wage revisions as recommended by the board from time to time.
2. Presently only the employees working in the print media sector alone come under the purview of the Working Journalists Act and Wage Board Recommendations. Electronic media are included under the Kerala shops and Commercial establishments Act. Since the nature of job performed by the employees in both media are one and the same, it is highly essential to bring the journalists in electronic media also under the ambit of the Working Journalists Act and Wage Board Recommendations. Further the government authorities have to ensure that all the media organisations adhere the pay package and service rules as suggested by the wage board.

3. A unique feature of media organisations is that there is no full-fledged data base about the working journalists. Even though the I&PRD has taken certain steps to collect the data, it is not a comprehensive one. The studies on journalists, their working conditions and media sector are negligible. Only some foreign studies are available. More over the people associated with this sector are scattered and unorganized. Because of this, journalists are not getting due representation while framing policies and welfare programmes for employees. As a solution to this, the Labour Commission has to take initiative to collect accurate data from the media organisations about the details of all the working journalists in the state. Steps may also be taken to publish the data so collected.
4. The Labour Commission, Government of Kerala should strictly insist the media organisations to maintain proper records regarding the number of employees, their service benefits, working time etc. Moreover, the commission can conduct surprise visit in various media organisations and to have a discussion with the journalists to ensure the pay package as per rules.
5. It is found that there exists a disparity between journalists of similar jobs and designations in different media organisations in terms of their compensation package. This situation can be avoided through the strict implementation of the Wage Board recommendations. At the time of revision of wages by the Board, special care should be taken by the government to give due representation to the journalists working in both print and electronic media sectors, so as to enable the board to fix a fair system of wage at par with their qualification, experience, risk taking, working hours, stress level etc. This will also help to achieve the objectives framed by the Board.

6. In media organisations, lack of appointment of employees on permanent basis is a common trend noticed for the last few years. Since the journalists in this sector are appointed only on contract basis, their pay package is also unfair. The job security is also questionable. This severely affects their QWL and finally leads to work-life imbalance. If the media organisations appoint the employees on permanent basis, the QWL in this sector can be improved and to help the journalists to overcome the present problems of work life imbalance and occupational stress to a significant extent. These measures will be helpful to tackle the high ratio of labour turn over in this sector and improve the commitment of the employees towards the organisation.
7. It can be seen from the media sector that there are concerns of discrimination, lack of freedom though varying in degrees and absence of appreciation. A collective indication of these responses shows the need for a professional talent management initiative which is transparent and positively framed. In fact, the absence of any Talent Acquisition or Management Programme as an organization-wide approach is widespread in most media organizations. Probably, an initiative in this regard may elicit many enabling factors for employees.
8. As experience in media increase employees become more expert in handling role overload, a buddy-system or mentoring system from senior employee in similar line of work may be considered. Though this is happening informally in most organizations, it can be formalized within each work-group on a sustaining basis. Employees with lesser experience may be provided with incidental and scheduled contacts of seniors particularly in the aspects of handling role overload.

9. Since the journalists experience severe occupational stress during their career, it is advisable to introduce the following programmes.
- ✓ More recreational facilities may be provided at the office and press clubs.
  - ✓ Accommodation facilities are to be assured nearby press clubs in all districts. This will help the journalists of night shift.
  - ✓ Steps may be taken to provide stress reduction programmes like yoga and stress reduction sessions by experts.
  - ✓ Crèche facilities can be arranged for the benefit of the children of journalists.
  - ✓ Suitable orientation and refresher courses may be organized exclusively for media professionals. Media organisation should take initiative for this purpose. The programmes should give emphasis on the areas of stress and its impact on health, work safety, WLB improvement programmes etc.
10. Low enhancement level indicates lesser involvement in work. No initiative from the management of media will yield a productive employee without adequate measures to ensure personal development of the individual. This clearly suggests the limited availability of avenues for personal enhancement within the current work roles in media. An overall HR strategy considering the detailed mapping of competency required for the organization and perceived life enhancement requirements of each individual should be carefully planned.
11. Each media organization can undertake a study on the extent and degree to which personal life and job are intertwined each other among

their employees. While being non-judgmental to the pros and cons of this role interplay, such an initiative will provide wider range of insights to the organization and even point towards the kind of assignments that can be given to different employees with varying temperaments. This approach of work allocation can create a sense of care among employees instead of the feel of being in a media rat-race.

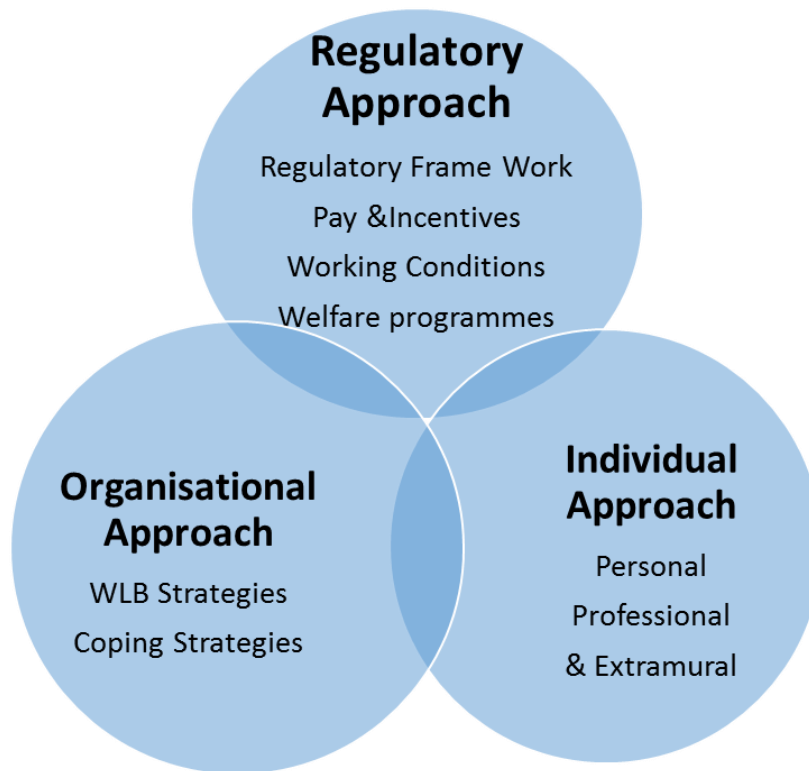
12. The benefit of Media/Journalist Accreditation may be extended to more eligible journalists working in both print and electronic media. This will help to improve the QWL as well as to reduce the work-life imbalance.
13. Evenings are the peak time for the media organisations. Therefore, most of the journalists are on duty during this time. This acts as a hindrance in the social life of journalists and affects their QWL negatively. Hence at least two off-days for a week are to be provided to them. Strict regulation may be enforced in this respect by the media management and government.
14. The study points out three clusters. Hence, training, type of work allocation, incentive structure, compensation package etc. in this sector are to be provided based on the specific requirements of each cluster. The thrust and content of the training programme shall also vary considerably. *The cautious* group need focused training on balancing work and life leading to gradual increase in the stress handling ability required in everyday media life. *The Raisings* may be more disciplined in keeping the equipoise in terms of work-life balance, quality of work life and occupational stress, and hence the training programmes on this group needs equal focus on all these three dimensions. *The Ring sitters* segment requires a mix of sensitization methods used for the other two groups. However, it is advised that

each media organisation may use this information in conjunction with the personality or psychometric attributes of the individual professional available with the organisation. The training programmes to be designed by media houses or Government for the above groups shall be superimposed on the wellness model suggested in this study.

It is expected that integrating the clusters and the model can have a focused and sustaining impact by the possible interventions on various dimensions of Occupational Stress, QWL and WLB. WLB should be a common component in all employee development programmes in the sector. It is seen that most HR Training Programmes in the sector is purely need-based and driven by the urgent organizational requirement. Instead of this, an integrated training model is suggested where WLB should be a priority area.

## **15. Suggestive Model**

Based on the present investigation, the following Wellness Model is suggested for improving the QWL, WLB and reducing the Occupational Stress among the journalists in Kerala. It is hoped that if the integrated wellness programmes of QWL, OS and WLB are adhered strictly as per the model, it will help to a significant extent to improve the work-life status of employees in the mass media sector.



**Fig. 7.1 Integrated Wellness Model**

This model has been developed to address challenges in implementing an integrated Wellness Programme that is sustainable and known to all employees in the organisation. The comprehensive Wellness Programme should focus on the three dimensions namely, Regulatory, Organisational and Individual.

**a. Regulatory Approach**

To enhance the Work life balance in mass media sector in the State of Kerala, the government initiatives in this area are pivotal. The model suggests that the Government enforces a legislation that encourages comprehensive Pay & Incentives, Working Conditions and Work-Life Balance initiatives and family-friendly policies in work place. This should be in addition to the present Acts. Improvement in infrastructure such as affordable transportation after hours will alleviate the cost associated with overtime for those



journalists who would prefer to complete their stories in the newsroom rather than at home.

**b. Organisational approach**

The knowledge and awareness of the company's wellness initiatives are essential for both employees and the leadership team. To reduce stress in the workplace, the media organisations need to introduce a policy on Work-Life Balance as part of the holistic integrated Work-life Balance strategy in line with the business strategy. This should be put out to consultation to all employees if possible, and it may also be worthwhile running a pilot study of the policy. After a final review the strategy can be formally launched to all employees. The Work-life Balance strategy should be linked to media recruitment and retention strategies, development goals and other initiatives. It will be crucial for media organisations to introduce Work-Life Balance policies that are equitable for all employees. The policy should allow flexible and innovative working practices such as flexi-time, Health and Wellness, Caring for Dependents, Culture Change Initiatives, Paid and Unpaid Time Off, job sharing, working from home, compressed hours and part-time working. Leave provision, such as special leave for emergencies, employee support services, and employee counselling service can also be implemented.

**c. Individual approach**

The journalists in media need to have clarity about their personal, professional and extramural activities' goals. This includes assessing objectively one's skills, values, interests and priorities. The journalists need to know that the world of work is changing and that their readers/viewers/listeners expect breaking news that is worth knowing around-the-clock. This means that these journalists must juggle their home responsibilities while meeting readers'/viewers'/listeners' needs. The

designed Work-life Balance programmes should help the journalists to deal with these resulting pressures, have a good QWL and a balanced work-life.

### **7.7. Scope for Further Research**

This study opens up new areas for further research in many associated zones. Some of them are listed below.

- i. Effect of Occupational Stress and QWL Programmes on the Creativity of Journalists.
- ii. Talent Management Practices of Media Organisations.
- iii. QWL among the Part-Time Journalists in Kerala.
- iv. Impact of HRD policies on QWL and Labour Turn over in mass media sector.

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## Appendix 1 Questionnaire for the Journalists

### Part I – Profile of Journalists

1. Gender	Male	<input type="checkbox"/>	Female	<input type="checkbox"/>	
2. Marital Status	Single	<input type="checkbox"/>	Married	<input type="checkbox"/>	Divorced <input type="checkbox"/>
3. Number of children .....					
4. Type of family:	Joint family	<input type="checkbox"/>		Nuclear family	<input type="checkbox"/>
5. Type of Media:	TV	<input type="checkbox"/>	Radio	<input type="checkbox"/>	News Paper <input type="checkbox"/>
6. Media Sector:	Public Sector	<input type="checkbox"/>		Private Sector	<input type="checkbox"/>
7. Designation:	Editor	<input type="checkbox"/>	Reporter	<input type="checkbox"/>	Cameraperson <input type="checkbox"/>
8. Permanency of job:	Permanent	<input type="checkbox"/>	On Contract	<input type="checkbox"/>	On Probation <input type="checkbox"/>
9. Experience (in Years)	No Experience	<input type="checkbox"/>	Up to 1 Year	<input type="checkbox"/>	Above 1 -5 Years <input type="checkbox"/>
	6-10 Years	<input type="checkbox"/>	Above 10 Years	<input type="checkbox"/>	
10. Age:	Up to 30 Years	<input type="checkbox"/>	31-40 Years	<input type="checkbox"/>	41-50 Years <input type="checkbox"/>
	51 & Above	<input type="checkbox"/>			
11. Educational	Diploma in Journalism	<input type="checkbox"/>		Degree/PG in Journalism	<input type="checkbox"/>
	Other Qualifications	<input type="checkbox"/>			
12. Monthly Salary (in Rs):	Up to 10,000	<input type="checkbox"/>	10,001-20,000	<input type="checkbox"/>	20,001-30,000 <input type="checkbox"/>
	30,001-40,000	<input type="checkbox"/>	40,001-50,000	<input type="checkbox"/>	Above 50,000 <input type="checkbox"/>
13. Number of organisations you were worked in the previous years.....					
14. Working District.....					

Please read each statement carefully and make a tick mark for the respective box. Your agreement or disagreement to the statement is represented in a five-point scale as shown below.

Strongly Agree (**SA**)

Agree (**AG**)

Neutral (**N**)

Disagree (**DA**)

Strongly Disagree (**SD**)

	<b>Part II - Quality of Work Life</b>	<b>SA</b>	<b>AG</b>	<b>N</b>	<b>DA</b>	<b>SD</b>
	<b>Social Relevance of Work</b>					
1	The job enhances my social prestige					
2	I get sufficient time to involve in social activities					
3	My job enhances my social contacts					
4	I do not face any situation of violation of Media Ethics					
5	None of the employees in my organization feel dissatisfied with their jobs					
	<b>Work &amp; Total Life Space</b>					
6	Work schedule is flexible to meet my personal/family responsibilities					
7	I get sufficient time for rest & relaxation					
8	There is no work on holidays					
9	I get support & motivation from my family for doing my work					
	<b>Constitutionalism</b>					
10	The organisation follows a proper grievance handling mechanism					
11	Employees get equal treatment in my organisation					
12	There exist a good Employee-employer relationship in the organisation					
13	Different functional areas within my organization sometimes lack cohesion or unity					
	<b>Social Integration of Work</b>					
14	I have freedom to discuss my problems with superiors					
15	There is a good team work in my organisation					

16	There is good communication between the organisation and employees					
17	My organisation recognises the contributions of employees					
	<b>Opportunity to Use &amp; Develop Human Capacity</b>					
18	I have freedom to plan & execute individual stories					
19	My superior does not exercise unreasonable pressure on me					
20	I get immediate feedback for the work done					
21	I get appreciation from the superiors for good performance					
22	At my organization, all of the employees are outstanding performers					
	<b>Opportunity for Growth &amp; Security</b>					
23	My organisation follows a fair promotion policy					
24	I feel my job is secured					
25	I am satisfied with the existing training opportunities					
26	I get sufficient equipment (computer, camera etc.)for doing the job					
27	I get adequate database to perform my job effectively					
	<b>Working Conditions</b>					
28	There is a neat working environment in my organisation					
29	Fatigue in the organisation is low					
30	I do not get adequate time for sleep					
31	I get adequate safety and protection while I am in the field					
	<b>Compensation</b>					
32	My salary is in proportion with my qualification					
33	The payment of salary is regular in my organisation					
34	I am satisfied with the present welfare schemes (PF, pension etc.)					
35	My organisation follows a prompt Salary Revision					
36	My salary is in proportion with my working experience					
37	Sometimes my organization fails to exercise good judgment					

	<b>PART III- Work Life Balance (WLB)</b>	<b>SA</b>	<b>AG</b>	<b>N</b>	<b>DA</b>	<b>SD</b>
	<b>Work Interference With Personal Life</b>					
38	My personal life suffers because of my job					
39	My job makes personal life difficult					
40	I neglect some personal needs because of job					
41	I utilise even my personal life for the job					
42	I miss personal activities because of my job					
43	It is difficult to manage the work and non-work activities					
44	Happy with the amount of time for non –work Activities					
45	Employees in my organization are sometimes afraid to voice their disagreement with a higher level officers.					
	<b>Personal Life Interference Work</b>					
46	Personal life affects my energy for work					
47	I experience more strain to make my job effective					
48	My job suffers because of my personal life					
49	I have to work hard due to my personal matters					
	<b>Work/Personal Life Enhancement</b>					
50	Personal life gives energy for my job					
51	Job motivates to perform my personal activities					
52	I feel better mood in job due to my personal life					
53	I feel better mood in life because of my job					
	<b>PART IV-Occupational Stress (OS)</b>	<b>SA</b>	<b>AG</b>	<b>N</b>	<b>DA</b>	<b>SD</b>
	<b>Time Pressure</b>					
54	I have to work very long hours					
55	I experience unaffordable overtime work					
56	I do not enjoy sufficient number of holidays					
57	I feel more tension to complete the work in scheduled time					
58	Shift system in my organisation is not comfortable for me					
59	Employees at my organization are always trustworthy					
	<b>Security &amp; Threat</b>					
60	I feel the risk of security in outdoor work					

61	I experience threat on political grounds frequently					
62	I worried about the job security					
63	Sometimes I take more risk in work					
	<b>Organisational Ambience</b>	<b>SA</b>	<b>AG</b>	<b>N</b>	<b>DA</b>	<b>SD</b>
64	I am working in a poor organisational working environment					
65	Infrastructural facilities are poor in my organisation					
66	The existing welfare measures are not satisfactory					
67	At my organization, selection of employees is always based on qualifications					
	<b>Manifestations</b>					
68	I face the situation of sleeplessness due to my job					
69	I may not get enough time to relax					
70	The nature of my job causes physical & mental illness					
	<b>Enabling Factors</b>					
71	There is discrimination & favouritism in my organisation					
72	I get contradictory instructions from superior officers					
73	I don't get appreciation for good work from superiors/management					
74	I have no freedom to take decisions on my work					
75	Sometimes I fails to follow professional ethics					
76	My organization avoids programs that the people might view as negative					
	<b>Home-Work Interface</b>					
77	Frequent travel related to job affects my family life					
78	Frequent transfers affect my family life					
79	Due to busy work I may not spend sufficient time with my family					
	<b>Role Overload</b>					
80	The work load is not affordable					
81	The work load forces me to complete the job in a hurry burry manner					
82	I feel tension to maintain the required competency of the job					

## **Appendix 2**

### **Interview Schedule for Journalists**

1. Nature of your work time and holidays
2. Any type of insecurity and threat on your job
3. Your office environment and welfare facilities
4. Any kind of illness (physical or mental) due to your job as a journalists
5. How is your organisational atmosphere?
6. Behaviour and attitude of superiors/management
7. Impact of work on family life
8. Problem facing in the breaking hours of news
9. Any other specific problems which make your life stressed.