EMPLOYEE JOB SATISFACTION ASSESSMENT IN NEWSPAPER INDUSTRY: STRUCTURAL EQUATION MODELING

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Abstract

The main purpose of the study is to validate a job satisfaction model and to find the relationship between the different dimensions of the concept using the structural equation model. The current study uses the scientific method to identify a few variables that influences the work life balance of employees in the Newspaper industry in ensuring job satisfaction. The study focusses on the responses to nine Job satisfaction statements from 385 respondents selected from various newspaper establishments in Kerala. The present study will benefit newspaper organisations in designing an effective workplace with an effective work life balance and thereby maximizing the job satisfaction of employees. The study indicates that compensation, technology, flexible schedules, career prospects, training, reputation of employer, assuming more responsibilities, health and retirement benefits and peer relationship have a significant effect on Job satisfaction.

Keywords:- Job Satisfaction, Newspaper Industry, Principal Component Analysis, Confirmatory Factor Analysis, Work life Initiatives.

onflict between work and life has real consequences and significantly affects job satisfaction of both men and women. According to Locke (1976) job satisfaction is a positive enjoyable feeling that falls out from the assessment of one's job or job experience. Workers who face imbalances in their work and life roles often upset the friendly work ambience. Both WLB and job satisfaction are related to each other and have impact on job performance of the employees. When people are dissatisfied with their workplace and job it leads to a negative impact on their work outcome and

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personal life. To overcome the problem the top management must clearly understand the need to provide solution that should help to achieve higher job satisfaction.

Organisations need to provide work life initiatives to their employees that help them to achieve job satisfaction. Employees are motivated when they have a safe work environment, job security and a good relationship between other workers (Spector 1997). Researchers and practitioners alike emphasize the importance of understanding the intricate dimensions of job satisfaction to address issues related to workforce engagement, retention, and performance effectively. Despite extensive studies on the subject, there remains a need for comprehensive frameworks that accurately capture the interrelationships among the various facets of job satisfaction. This study seeks to bridge this gap by validating a robust job satisfaction model and exploring the connections between its constituent dimensions.

Objective of the Study

The main objective of the study is to validate a job satisfaction model by analysing the relationships between its various dimensions using structural equation modelling. The study aims to identify key variables influencing work-life balance and their impact on job satisfaction among employees in the newspaper industry.

Research Design & Methodology

The study focuses response on 9 job satisfaction statements of 385 respondents selected from various newspaper establishments in Kerala. Survey method has been used for data collection using a structured questionnaire of 5 point scale. The principal component analysis with varimax rotation and ordinal regression has been performed in order to identify Job satisfaction and its impact on work life balance of employees. The overall analysis starts with an exploratory factor analysis that explores the data and establishes for the factor model in the population. Then the analyses were continued with a confirmatory factor analysis to assess whether the hypothesis proposed in the exploratory is plausible in the population.

Job Satisfaction of Employees in Newspaper Industry in Kerala – EFA

A principal component analysis (PCA) was run on the 9-item questionnaire that measured 'Job Satisfaction' of employees in newspaper industry in Kerala, on a 5-point scale spanning over strongly disagree to strongly agree. The sample set of 385 observations were randomly split into 193 and 192 samples, the former being used for exploratory factor analysis which is confirmed by confirmatory factor analysis using the latter set of samples.

Factorability

The inter-correlations for each variable were evaluated using Pearson correlations in order to evaluate the factorability of the data. Correlation coefficients should be more than.30, claim Tabachnick and Fidell (2019), in order to support factorising the data. The Pearson's coefficient of correlation between the variables in the analysis is looked to be acceptable for factor analysis

because they all had at least one correlation coefficient larger than.20.

Multicollinearity

To assess multicollinearity, the determinant of the correlation matrix was calculated. Multicollinearity in the data is indicated by a determinant with a value of less than 0.00001. (Field, 2017). The correlation matrix's determinant value was.003 (0.00001), indicating that there is no multicollinearity in the data and that the model's predictions may be accurate. The factorability tests indicate whether or not trying to extract factors from a set of variables is likely to be worthwhile. Table 1displays the factorability test results.

The amount of common variance is demonstrated by the KMO statistic. The KMO typically needs to be at least 0.6 for factorization to be beneficial. A factorization is likely to produce useful conclusions concerning any underlying components because a KMO of 0.665 is considered to be mediocre. The hypothesis that the correlation matrix among the variables is an identity matrix, indicating that they do not share a similar variance, is tested by Bartlett's test for sphericity. This hypothesis is disproved because the p-value is less than 0.05, which

indicates that there is no identity matrix. The Bartlett's test is extremely sensitive and is typically disregarded unless there are less than 5 samples for each variable. The number of samples per variable in this situation is almost equivalent to 21.44. The initial communality estimates have been set with the assumption that all of the data's variability is caused by common variables because the main components approach was used.

Table 2 displays the initial communalities and communalities.

The screen plot (Figure 1) shows the eigen values for each of the 5 factors. The eigen values are related to the proportion of the data's variability that may be attributed to the components. The value chosen to extract two factors was the horizontal line shown at 1.0.

Three factors have been extracted, since only 3 of them had eigenvalues greater than or equal to 1.0. The eigen values and total variances explained before and after varimax rotation are shown in Table 3

Together, the three variables are responsible for 62.730 per cent of the variability in the initial data both before and after varimax rotation. However,

Table 1

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.665
Bartlett's Test of Sphericity	Approx. Chi-Square	436.710
	df	36
	Sig.	**.000**
Figure in bold indicates significant at 5% level		

Source: Primary data

Table 2

Communalities

Communalities	Values	Values
I am happy with the money/ compensation I get	1.000	.620
I feel competent enough with the cutting edge technologies provided	1.000	.775
The flexible schedule allowed is appreciable	1.000	.417
I feel contented with the career prospects	1.000	.756
The training provided makes me do work at ease	1.000	.634
I am proud of the reputation of my employer	1.000	.446
The challenges I face and responsibilities assumed is motivating me	1.000	.662
The health benefits and retirement benefits are attractive	1.000	.714
The peer relationship assures me support and relaxation	1.000	.623
Extraction Method: Principal Component Analysis.		

*Source: Primary data*

Figure 1

Screen Plot
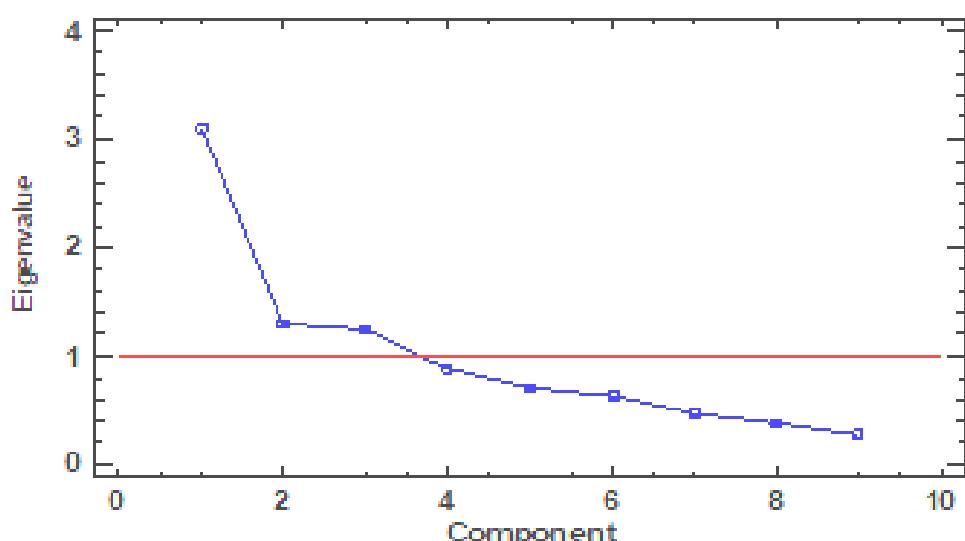
Table 3
Total Variances Explained

Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.099	34.439	34.439	3.099	34.439	34.439	2.163	24.034	24.034
2	1.300	14.439	48.878	1.300	14.439	48.878	2.032	22.578	46.612
3	1.247	13.852	62.730	1.247	13.852	62.730	1.451	16.118	62.730
4	0.892	9.916	72.646						
5	0.705	7.832	80.478						
6	0.630	6.995	87.473						
7	0.473	5.256	92.729						
8	0.379	4.212	96.940						
9	0.275	3.060	100.000						
Extraction Method: Principal Component Analysis.									

Source: Primary data

factor 1 explains less - 24.034 per cent after rotation, down from 34.439 per cent before rotation - factor 2 explains more - 22.578 per cent after rotation, up from 14.439 per cent before rotation - and factor 3 also explains more - 16.118 per cent after rotation, up from 13.852 per cent before rotation. Table 4 displays the factor loading matrix following varimax rotation.

The factors identified were named as:

a. Adequate benefits of a reputed job and career prospects

This factor, which accounted for 24.034 per cent of total variances after rotation consisted of 'I feel contented with the career prospects', 'The health benefits and retirement benefits are attractive', 'I am happy with the money/ compensation I get' and 'I am proud of the reputation of my employer'.

b. Flexi-schedule, peer support and training

The second factor, which accounted for 22.578 per cent of total variances consisted of 'The training provided makes me do work at ease', 'The peer relationship assures me support and relaxation' and 'The flexible schedule allowed is appreciable'.

c. Challenging responsibilities with cutting edge technologies

The third factor, which accounted for 16.118 per cent of total variances consisted of 'I feel competent enough with the cutting-edge technologies provided' and 'The challenges I face and responsibilities assumed is motivating me'.

Job Satisfaction – Confirmatory Factor Analysis

The second portion of randomly split data consisting of 192 observations was

subjected to confirmatory factor analysis using structural equation modelling. The factors identified as principal components through exploratory factor analysis from split sample 1 was subjected to confirmatory factor analysis using split sample 2 data in the model shown in Figure 2.

Table 4

Factor Loading Matrix after Varimax Rotation

Variables	Component		
	1	2	3
I feel contented with the career prospects	.834		
The health benefits and retirement benefits are attractive	.827		
I am happy with the money/ compensation I get	.603		.480
I am proud of the reputation of my employer	.428	.389	.333
The training provided makes me do work at ease		.788	
The peer relationship assures me support and relaxation		.788	
The flexible schedule allowed is appreciable	.314	.563	
I feel competent enough with the cutting edge technologies provided			.869
The challenges I face and responsibilities assumed is motivating me	.336	.460	.581
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.Rotation converged in 4 iterations.			

Source: Primary data

Figure 2

Job Satisfaction – Measurement Model
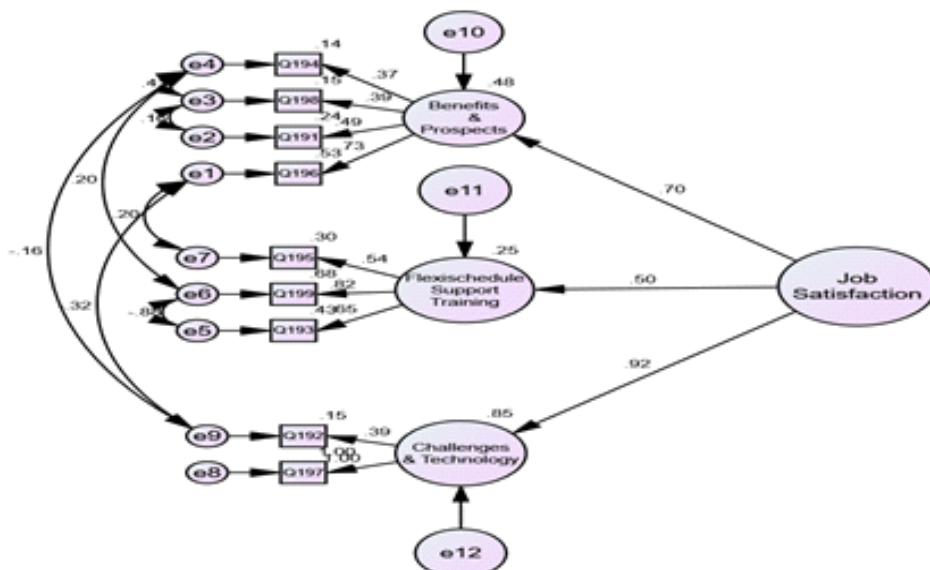
The first order constructs of Benefits of a reputed job and career prospects, Flexi-schedule, peer support and training and challenging responsibilities with cutting edge technologies identified as principal components from dimension reduction are reflections of the second order construct namely 'Job Satisfaction'.

Table 5 shows the details of acronyms used in the model diagram.

All of the indices were seen to be within acceptable bounds, meaning that the threshold value requirements were satisfied. Consequently, the model is regarded as having an excellent fit. Table 6 displays the standardised regression weights together with their probability values

All measured variables have a high likelihood of being significant standardised regression weights, which suggests that they are accurate predictors of the latent variables. The lower than 0.001 "p" values of the measured variables' standardised regression weights make it clear that the regression weights for the measured variables are substantially different from zero at the 0.001 level (two-tailed). Table 7 displays the test findings and conclusions for the following null hypotheses.

Discussion

In the present study, the null hypothesis gets rejected in all the cases, indicating that the identified variables are significant predictors of the principal

Table 5

Variables in the Model - Legends

Second order construct		First Order Constructs		Indicators	
Code	Name	Code	Factor	Code	Variables
Job_Sat	Job Satisfaction	B and P	Benefits & Prospects	Q.4	I feel contented with the career prospects
				Q.8	The health benefits and retirement benefits are attractive
				Q.1	I am happy with the money/ compensation I get
				Q.6	I am proud of the reputation of my employer
		Sch_supp_train	Flexi schedule, Support and training	Q.5	The training provided makes me do work at ease
				Q.9	The peer relationship assures me support and relaxation
				Q.3	The flexible schedule allowed is appreciable
		Challenge	Challenges & Technology	Q.2	I feel competent enough with the cutting-edge technologies provided
				Q.7	The challenges I face and responsibilities assumed is motivating me

Source: Generated by the researcher

Table 6

Standardised Regression Weights – Job Satisfaction Model

Benefits & Prospects	<---	Job_sat	0.696	***
Flexischedule, Support and Training	<---	Job_sat	0.502	***
Challenges & cutting-edge Technology	<---	Job_sat	0.92	***
I am proud of the reputation of my employer	<---	Benefits & Prospects	0.728	***
I am happy with the money/ compensation I get	<---	Benefits & Prospects	0.491	***
The health benefits and retirement benefits are attractive	<---	Benefits & Prospects	0.392	***
I feel contented with the career prospects	<---	Benefits & Prospects	0.371	***
The flexible schedule allowed is appreciable	<---	Flexischedule, Support and Training	0.654	***
The peer relationship assures me support and relaxation	<---	Flexischedule, Support and Training	0.824	***
The training provided makes me do work at ease	<---	Flexischedule, Support and Training	0.543	***
The challenges I face and responsibilities assumed is motivating me	<---	Challenges & cutting-edge Technology	1.000	***
I feel competent enough with the cutting-edge technologies provided	<---	Challenges & cutting-edge Technology	0.393	***
*** indicates significant at 0.001 level				

Source: Generated by the researcher

components recognised from exploratory factor analysis and these principal components are significant reflections of 'Job Satisfaction' as the calculated value is greater than the table value at 0.01 significance level. From the study we can infer that compensation, technology, flexible schedules, career prospects, training, reputation of employer, assuming more responsibilities, health and retirement benefits and peer relationship have a significant effect on Job satisfaction. Hence these factors can be considered as critical factors in identifying job satisfaction among employees in newspaper industry.

Conclusion

The key objective of the study was to identify the critical factors of job satisfaction on the working life of employees in newspaper industry. The use of SEM approach enabled the researcher to propose and validate a model of employee satisfaction. This will enable the organisations and employers to initiate interventions aimed at addressing areas of dissatisfaction and to leverage on the areas of satisfaction in the organization. Principal component analysis was conducted with varimax rotation for identifying the factors. The study found 3 factors having eigen value of more than

Table 7

Hypothesis Test Results – 'Job Satisfaction' Model

	Null Hypothesis	SRW	p	Model Fitness	Reject/ Retain
H_{01}	'Benefits & Prospects' is not a significant predictor of 'Job Satisfaction'	0.696	***		Rejected
H_{02}	'Flexischedule, Support and Training' is not a significant predictor of 'Job-satisfaction'	0.502	***		Rejected
H_{03}	'Challenges & cutting-edge Technology' is not a significant reflection of 'Job Satisfaction'	0.920	***		Rejected
H_{04}	'I am proud of the reputation of my employer' is not a significant reflection of 'Benefits & Prospects'	0.728	***		Rejected
H_{05}	'I am happy with the money/ compensation I get' is not a significant reflection of 'Benefits & Prospects'	0.491	***		Rejected
H_{06}	'The health benefits and retirement benefits are attractive' is not a significant reflection of 'Benefits & Prospects'	0.392	***	$X^2/df= 3.457$, RMSEA = 0.073	Rejected
H_{07}	'I feel contented with the career prospects' is not a significant reflection of 'Benefits & Prospects'	0.371	***		Rejected
H_{08}	'The flexible schedule allowed is appreciable' is not a significant reflection of 'Flexischedule, Support and Training'	0.654	***		Rejected
H_{09}	'The peer relationship assures me support and relaxation' is not a significant reflection of 'Flexischedule, Support and Training'	0.824	***		Rejected
H_{10}	'The training provided makes me do work at ease' is not a significant reflection of 'Flexischedule, Support and Training'	0.543	***		Rejected
H_{11}	'The challenges I face and responsibilities assumed is motivating me' is not a significant reflection of 'Challenges & cutting-edge Technology'	1.000	***		Rejected
H_{12}	'I feel competent enough with the cutting-edge technologies provided' is not a significant reflection of 'Challenges & cutting-edge Technology'	0.393	***		Rejected
*** indicates significant at 0.001 level					

Source: Generated by the researcher

1. These factors accounted for about 62.730 per cent of variation in data. The various factors out of 9 statements are found useful as a scale for measuring the job satisfaction of employees in newspaper industry. The study helped in identifying a suitable scale for job satisfaction of employees in newspaper establishments and these establishments can emphasis the issues identified in this study for recreating the working environment and amenities so that a better job satisfaction can be achieved in the employees' professional life.

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