



## **HR Practices of Private Television Channels— The Case of Bangladesh**

by

**Rehnuma Mostafa**

**M.Phil Registration No: 112/2017-2018**

**Submitted to the**

**Department of Management**

**University of Dhaka**

**A report submitted in partial fulfillment of the requirements for the degree of  
Master of Philosophy)**

**Department of Management**

**University of Dhaka**

**Date of Submission:    /    / 2021**



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## Bonafide Certificate

It is certified that this M.Phil. report titled “**HR Practices of Private Television Channels—The Case of Bangladesh**” is the confide work of Rehnuma Mostafa, M.Phil. Registration No: 112/2017-2018, Department of Management, University of Dhaka who accomplished the work under my direct supervision & receiving my guidelines. This is also certified that I utterly believe that the work reported herein does not form part of any other thesis or dissertation on the basis of which a degree or award was conferred on a prior occasion on this or any other candidate.

.....

**Dr Sumon Das**

Professor

Department of Management

University of Dhaka.

## Letter of Transmittal

....., 2020

**Dr. Sumon Das**

Professor

Department of Management

University of Dhaka

**Subject: Submission of MPhil report.**

Dear Sir,

I am gratified to submit the M.Phil. report on “**HR Practices of Private Television Channels— The Case of Bangladesh**” that you authorized me to work on. Working for this report was a learning curve, and especially it gives very compulsive thinking on that arena where I am a part of that system for near about eight years. The study I concluded; I think I will surely enhance the field of Human Resource Management research in our country. It is a relatively new field of research from the perspective of Bangladesh. This paper has given me an excellent experience that might have immense uses in the future endeavour and sincerely hope it would be able to fulfil your expectations.

I have put my profound endeavour to give this report in a meaningful shape and make it as enlightening and exact as possible. I thank you for providing me with this idiosyncratic prospect.

Sincerely yours.

Rehnuma Mostafa

M.Phil. Registration No: 112/2017-2018

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## Declaration of Thesis

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Prof. Dr. Sumon Das

## Acknowledgement

I, the student of the M.Phil. of Department of Management at the University of Dhaka, am joyful to prepare an M.Phil. report on “**HR Practices of Private Television Channels— The Case of Bangladesh**”.

At the start, I would like to express my gratitude to the Almighty Allah for his such sanctifications that I have completed my M.Phil. report successfully. The report is a challenging job and requires lots of passion & extensive study. I think I am grateful to my parents for giving me support by all means. Their uncompromising attitudes, love & enthusiasm encourage me to sacrifice & be discipline during the completion of the report.

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I would like to also express my gratefulness to all the respondents working in various Private TV channels for their valuable responses concerning my research questionnaire. Without their cordiality, it might have been impossible to gather the data and present the real scenario of the research outcome in the M.Phil. report.

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Rehnuma Mostafa

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## Executive Summary

Human resources management practices in an organization impact its employees in several aspects. Some of those are, recruitment system, training, learning, health and benefits, compensation, diversity, inclusiveness, a culture of respect, teamwork, and so on. These factors of HRM practices job satisfaction of employees and staffs too. However, this study has been undertaken to understand the overall HR Practices of private TV channels of Bangladesh since a significant literature gap has been found.

The methodology of this study is quantitative, while the findings have been explained through descriptive statistics. The author followed snowball sampling method to decide on the sample size. Cochran's formula has been used to determine sample size based on unknown population and then 60% of the result has been increased to gather more data from a sample size of 80 respondents. Data has been analyzed using google sheet and excel software. All the respondents' have been chosen based on three specific criteria.

The findings and analysis section of the study targeted three main variables job satisfaction, compensation & benefits, and training and learning support with four sub-variables in each category. The respondents are mostly satisfied with the job environment, diversity, and inclusiveness and these elements directly correlated with satisfaction positively. However, compensation has also shown a positive correlation with job satisfaction where nearly half of the participants expressed satisfaction, but training and learning support has a negative correlation with the job satisfaction which induced new needs for studies. Recommendations have been made to increase inclusivity in the work environment, fair compensation for field-based and desk-based staffs, introducing paternity benefits and health insurance, increase learning opportunity and mentorship program to enhance growth.

Human resources management is one of the challenging factors for success in an organization, be it manufacturing or service-oriented or even in an entertainment TV channel. Since, much has not been studied in Bangladesh about HR Practice of private TV channels, radio channels, and other journalism-related organizations. Many scopes are available to explore this sector further, as this study found that the payroll and non-monetary benefits and job conditions affect the job satisfaction of the employees in the TV channel industry of Bangladesh largely.

## Contents

Bonafide Certificate .....	i
Letter of Transmittal .....	ii
Declaration of Thesis.....	iii
Acknowledgement .....	iv
Executive Summary.....	v
Chapter 1: Introduction of the Study .....	1
1.1 Introduction .....	1
1.2 Origin of the Study .....	2
1.3 Problem Statement.....	2
1.4 Research Questions .....	3
1.5 Research Objectives.....	4
1.6 Rationale of the Study.....	4
1.7 Significance of the Study.....	5
1.8 Conclusion.....	5
Chapter 2: Literature Review .....	6
2.1 Introduction .....	6
2.2 Human Resource Management in Organizational Context .....	6
2.3 Workplace Environment .....	8
2.4 Motivating Factors in the Workplace.....	10
2.5 Job Satisfaction and HR Practices .....	13
2.6 Literature Gap .....	15
2.7 Conclusion.....	15
Chapter 3: Industry Profile.....	17
ATN Bangla.....	17
NTV.....	17
ETV- Ekushey Television.....	18
Bangla Vision.....	18
Channel I .....	18
Somoy Television .....	19
Independent TV .....	19
Growth of the Private TV Channels in Bangladesh .....	20
Chapter 4: Methodology.....	23



4.1 Introduction .....	23
4.2 Types of Research .....	23
4.3 Data and Sources .....	25
4.4 Population Size.....	26
4.5 Sampling and Sample Size.....	26
4.6 Variable and Hypothesis .....	28
4.7 Methods of Data Collection .....	29
4.8 Data Analysis and Representation .....	29
4.9 Ethical Consideration .....	29
4.10 Conclusion.....	30
Chapter 5: Findings and Analysis .....	31
5.1 Introduction .....	31
5.2 Methods of Data Analysis .....	32
5.3 Findings and Analysis .....	32
5.3.1 Demographic Information.....	32
5.3.2 Job Environment .....	35
5.3.3 Remuneration and Benefits .....	39
5.3.4 Training & Development.....	42
5.3.5 Job Satisfaction .....	46
5.3.6 Correlation Analysis .....	49
5.3.7 Chi-square Analysis .....	51
5.4 Analysis of the Findings.....	55
5.5 Conclusion.....	59
Chapter 6: Conclusion and Recommendations.....	60
6.1 Introduction .....	60
6.2 Summary of Findings.....	60
6.3 Limitations of the Study .....	63
6.4 Recommendations .....	64
6.5 Conclusion.....	65
References .....	66
Appendix .....	73

## List of Figures

Figure 1: Market Growth of Private TV Channels in Bangladesh.....	20
Figure 2: Growth of the number of private TV channels in Bangladesh.....	21
Figure 3: The growth rate of employment in the TV channel industry .....	22
Figure 4: The growth rate of employment in the TV channel industry .....	33
Figure 5: Age Range of the Respondents.....	33
Figure 6: Experience Range of the Respondents .....	34
Figure 7: Nature of the Jobs of the Respondents .....	34
Figure 8: Organization Size Based on Employee Number.....	35
Figure 9: Culture of the Organization .....	36
Figure 10: Diversity and Inclusiveness .....	37
Figure 11: Safety of Women .....	38
Figure 12: Teamwork.....	39
Figure 13: Fair Compensation.....	39
Figure 14: Health and Wellness Benefits.....	40
Figure 15: Paternity and Maternity Benefits .....	41
Figure 16: Onboarding and Training.....	43
Figure 17: Training and Learning Support .....	44
Figure 18: Covid-19 Related Safety Training.....	45
Figure 19: Mentorship and Growth Opportunities.....	45
Figure 20: Overall Job Satisfaction .....	46
Figure 21: Employee Connection with Organizational Goals and Objectives.....	47
Figure 22: Employee Connection with Organizational Goals and Objectives.....	48
Figure 23: Motivation to Stay in the Organization .....	49

**List of Tables**

Table 1: Total Employment in the Private TV Channels of Bangladesh .....	21
Table 2: Respondents Opinions' Regarding Respectful and Friendly Culture .....	36
Table 3: Respondents' Opinions on Organizational Diversity and Inclusiveness.....	37
Table 4: Distribution of Respondents Rating on Safe Environment for Women. ....	38
Table 5: Working Journalists Responds on Team Work in their Organization .....	39
Table 6: Reporters Experience about Fair Compensation at Workplace .....	40
Table 7: Reporters Judgements Regarding on Appropriate Health and Wellness Benefits. ....	40
Table 8: Respondents' Rating on Better Paternity and Maternity Benefits in Organization .....	41
Table 9: Distribution of Respondents Work and Personal life Balance at Organization .....	42
Table 10: Journalists Opinion Regarding Onboarding Process and Training at the Industry.....	43
Table 11: Reporters Perception on Training and Learning for Employees .....	43
Table 12: Rating of Responding about Organizing Covid-19 Safety Training .....	44
Table 13: Rating of Responding about Organizing Covid-19 Safety Training .....	45
Table 14: Overall Job Satisfaction of the Respondents at their Workplace .....	46
Table 15: Rating of Understanding the Organizational Goals and Objectives by Journalists .....	47
Table 16: Opinions Regarding Participation of Respondents in the Organizational Decision Making .....	47
Table 17: Working Reporters' Responds about Motivation by Organization to Stay in Service .....	48
Table 18: Case Processing Summary .....	51
Table 19: The Chi-Square Test Outcomes of The Association Between Demographic Issue Gender and various Working Environment Related Options.....	52

## Chapter 1: Introduction of the Study

### 1.1 Introduction

People spend a significant amount of time at their workplace every day around the globe and when they go to work, they take their heart with them too, face risk, hazards, disasters, or whatsoever in front of them and provide the news to the newsroom, so that mass people know the reality. That is how media became the fourth pillar of democracy (Baker, 2012, p. 133). Even though this one factor makes this industry different from any other industry, one question remains valid to be asked. Does the heart of the journalists and reporters or personnel working in the media sector, that leaves home for work stay in work? Human resources are the most significant as well as difficult elements of any work (Dessler, 2020, p. 598). It requires better human resources management system in place to attract and retains peoples that are passionate about their work. It is human resource management's responsibility to provide a safe and friendly working environment where they can grow—attractive benefits and remuneration packages that address their financial, health, mental, and other related issues properly are vital to maintaining talent in the workplace (Dessler, 2020, p. 645-646). Training and development make employees skilled better that enables them to be more productive to the organization. The media industry is now rapidly changing due to the growing effects of technology and the political dynamics of the world. Learning opportunities flourish the capabilities of the employees and make them feel that their organization cares about their career (DelCampo, 2011, p. 139). Other important elements of human resources management are vital to keep employees satisfied and engaged in their work and be loyal to the organization they serve. Though the journalism sector might have passion, love for journalism, information, and other things, it is applicable there as well. The recent pandemic covid-19 made the scenario worse. Globally job cut is on the rise. The media industry is not out of this case too, and it is happening in Bangladesh as well (Rafe, 2019, p. 127-128). When this massive job cuts during the last decade and a higher rise in the same scenario during the pandemic comes in front, understanding HR practices in this industry and what is driving these enormous human resources and how becomes a point of interest to be scrutinized under the proper scientific lens.

## 1.2 Origin of the Study

The study originated as the obligatory research part of Master of Philosophy in Human Resources Management at Dhaka University. The author is a media professional and a learner in human resource management. The study combines an interdisciplinary approach as it involves journalism as well as human resource management. Though, the highest focus of the study will remain on HR management and practices. It is known to the business world that human resource management is very much important for managing an organization and its environment properly and retaining talent. However, the media industry, especially private TV channels, do not operate like other corporate organizations. Furthermore, the case for Bangladesh is a lot different from other countries. Studies on human resource management practices in the media industry in other countries took place to a small extent, as found through literature. However, there is almost no vital research that has been conducted in the private TV channel industry of Bangladesh to its human resource management practices. Thus, the professional interest and academic background of the author and the gap in literature created an urge to conduct this study.

## 1.3 Problem Statement

A news article published in Daily Star in 29<sup>th</sup> November of 2019 by Islam & Jahan (2019) described the global media scenario and compared it with the local media houses scenario. It stated several cases of newspaper and TV channels. It reported the case of sacking 32 employees in a channel without paying them for months. Another channel closed their news section and fired 130 employees with force, and 96 of those sacked journalists were Dhaka-based. The stories go on and on about the closure of sections and sacking employees with or without notice and mostly without paying. However, through the academic lens of Human Resource Management learners and practitioners, all the stories were telling the utterly miserable scenarios of HR practice in private TV channels of Bangladesh. The interview of the article was expressing their dissatisfaction with the management of those channels. In the light, of that, several other inquiries have been made by the author to look into the issues and find out if there are any attempts taken to resolve these issues, but much reliable information has not been found. However, it is a matter of tension that if the

scenarios go on like these the news industry, especially the private TV channel industry will collapse and many people will become unemployed. It will also impact others as there are many people connected with these channels and jobs related to the TV industry will face financial shrinking. The consequences on the mass people due to lack of proper information and news will also be there if there are fewer competitors in the market which is extremely politicized (Khan, 2013). It has wider relevance with HR practices of other media-related industries such as the newspaper industry, radio channels industry and online news agencies, advertisement agencies, and so on. Combining all these issues the problem arises that directed this study to take place is,

“HR Practices of Private Television Channels –The Case of Bangladesh.”

This whole study revolves around this problem that ultimately targeted the human resources management practices of private TV channels of Bangladesh and to what extent employees are satisfied with the existing practices in their organization.

#### 1.4 Research Questions

The research problem stated in the prior section guided the author to form the primary research questions to investigate through this study. The research question of the study is,

What is the impact of human resources management practices on their employees’ job satisfaction in private TV channels in Bangladesh?

The question of the research fixes the aim of the study, which is to identify the job satisfaction level of the employees of private TV channels of Bangladesh. Job satisfaction needs ethical implication of several elements of human resources management practices. It includes many, but not limited to HR planning, job analysis, and job design, staffing and recruitment, onboarding process, remuneration and benefits, work environment, non-cash benefits, organizational goals and objectives, training and development, performance management, performance evaluation, rewards, respect and recognition, job security, challenges, career growth, work-life balances, motivation and so on. However, considering the challenges of conducting a wider and manageable research work, this study only confines its focus on remuneration and benefits, work environment, and training & development aspects of human resources management to find out the answer to the

research question. It is also confined only to the private TV channels of the country as the whole media industry is very vast and is difficult to cover in such a limited time. The private TV channels are also the area of professional interest of the author herself.

### 1.5 Research Objectives

The research question and the aim helped to coordinate the objectives of the research. The primary objective of the research is

- To review the impact of HR practices on the job satisfaction of TV channels employees in Bangladesh.

Based on the primary objectives, three secondary objectives are given below that will combinedly provide the answer to the research question.

**Objective 1:** to analyze the impact of remuneration and benefits policy of the job satisfaction of the private TV channels employees in Bangladesh.

**Objective 2:** to analyze the impact of the work environment on the job satisfaction of the private TV channels employees in Bangladesh.

**Objective 3:** to analyze the impact of training and development opportunities on the job satisfaction of the private TV channels employees in Bangladesh.

Throughout the journey of meeting these objectives to achieve the bigger objective of answering the research question to resolve the research problem, the study will also try to find the correlation of job satisfaction with remuneration & benefits, work environment, and training & development.

### 1.6 Rationale of the Study

The research primarily targets to eliminate the gap of literature to a small extent that does not exist in the human resource management research area of the country. It is also important to note that several types of research have been conducted in the media or private TV channel industry about their political economy, commercialization, power dynamics, and so on. However, nobody focused on the management as well as human resource aspects of the industry. Hence it is important to investigate that matter. Besides that, the study is also professionally enriching to the author to

blend her academic and professional experience to create new information that also addresses the gap that exists in the study of this specific area.

### 1.7 Significance of the Study

The results of this study will meet to the needs of society in terms of academic and professionals as journalism, mostly TV channel's program and news construct opinions of mass people and influence their decisions. The needs for controversy-free journalism practices are now a peak demand in Bangladesh and in the light of that, it is important how much journalists are happy in their workplace. Looking into the research problem, understanding employee satisfaction to understand what is affecting the private TV channels. Thus, the results derived from this study will help private TV channels to rethink their human resource management policies, academics to further investigate the issues in this sector, and people interested in the research of human resource management and TV channel industry to understand what practices are impacting this industry and how these issues need to be addressed.

### 1.8 Conclusion

As it has been mentioned at the beginning of the study, workers leaving their heart at home does not put their best in their works to achieve the organization's achievement and goals. However, journalism is a profession that comprises passion too in addition to other related factors. However, an organization needs to retain those employees with passion who gives their best to serve the people of the country as well as the organization by achieving its goals and achievement. Higher employee retention reduces the costs of the organization and improves productivity. It needs a highly enjoyable work environment with better benefits and learning opportunity that helps to increase job gratification of the employees. It can be said that the profession which itself needs passion would not need much to satisfy its employees. However, when these minimum elements are not in place to make sure that the employees are happy, scrutinizing issues becomes vital to find out the solutions.



## Chapter 2: Literature Review

### 2.1 Introduction

Human resource management is the centre of organizational research and training over the last decade. It plays a significant role in improving personal quality, industrial psychology, and management relations (Bratton & Gold, 2017). Human resource management and ensuring the high-performance team is the main objective for efficient managers in the organizational structure. So, it can be demonstrated that human resource management and management are equivalent and one. Human resource management includes professional administrative functions in the organizational structure of a company (Chelladurai & Kerwin, 2018, p.59). Human resource management works as an administrative process of recruiting, training, ensure optimal quality from employees by attaining good labour relations, health, and security for employees and other their concerning within the organizational structure (Dessler, 2014, p. 49). It helps an organization by developing an effective workplace for the employees to ensure optimal quality at the workplace. Remuneration and training program are two crucial factors to achieve the job satisfaction of employees (Dessler, 2014).

### 2.2 Human Resource Management in Organizational Context

Proper human resource management is the key to achieving goals and objectives for an organization. Human resource management deals with organizational functions with related people in terms of hiring, performance measurement, safety wellbeing, motivation, and so on (Buller & McEvoy, 2012). Maintaining those functions within an organizational structure denotes the commitment of employees to the organization in terms of achieving goals and objectives. Another important concern regarding human resource management is the relationship between employees and managers of an organization (Bratton & Gold, 2017, p. 317-319). The relationship between managers and employees should be maintained so positively that both organizational goals and personal expectations must be attained. The process also indicates the proper efficiency of taking personal decisions. The decisions relate to the responsibilities of different departments of an organization from management to employees. Not only the proper personnel decisions and

ensuring department responsibilities, but human resource management also deals with related disciplines like societal relationships, social psychology economics, and anthropology (Mathis, et al., 2015, p. 357).

HRM concerns the wellbeing, management skills, proper utilization of the workforce with the relation of employees, and industrial achievement. The importance of human resource management for achieving the goals and objectives of an organization by meeting the employee's expectations is universally agreed all over the world (Chelladurai & Kerwin, 2018). A good team for an organization to achieve the goals and objectives cannot be possible without an efficient human resource management system. Some key functions of human resource management help an organization to achieve the goals. Because the success of an organization mainly depends on the proper utilization of human resources working for the organization (Aziri, 2011).

This process cannot be accomplished without the proper execution of the key functions of human resource management (Aziri, 2011). First, the recruitment process is considered as the main responsibility of the team concerning the proper utilization of human resources for an organization. The human resource team must be concerned about the strategies and plans regarding the recruitment process of employees for the different departments to ensure the quality and time efficiency of the organization. This function of human resource management the criteria of the different department to select efficient employees for the organization.

The process of recruitment is the basis of ensuring the proper utilization of time and money for the organization. The mismatch between the person and the position can cause failure for the organization (Kampkötter, 2017). Even, when there are mismatches, the organization's operations are negatively impacted and development procedures are hampered. Due to the fact that a mismatch can result in a company's demise, a process that typically begins with dysfunctional leadership and inadequate corporate governance. This environment encourages dangerous strategic decisions and carelessness when carrying out responsibilities, which in turn causes mismatches between the person and situation in the organizational structure.

So, the key function of the recruitment process is crucial for an organisation to ensure efficient employees for achieving targets and goals. Performance assessment and appraisals help employees to be more engaged with the organisational goals and objectives. Human resource management promotes performance appraisals within the organisational structure to enhance the quality and

engagement of employees in the organisation. The assessment by the management on the employee's performance is important to find out the potentiality and the area to work (Schuler & Jackson, 2006, p. 128). Performance appraisal also plays an important role to suggest the area for improving personal skills. Proper utilization of human resource management can be insured through the process of performance assessment and appraisals by human resource management.

Another important role of human resource management is the budgetary control of the workforce of an organization. This process is mainly concerned with the development of methods to ensure proper guidelines for human resource management costs. Competitive and realistic ways for employees are crucial to ensure the efficiency of employees in the recruitment process. Human resource management focuses on a realistic way that helps an organization get the idea of the recent labour market as well as the salary analysis of same category jobs in the market (Dessler, 2014). A business organization having budget constants message define difficult is to ensure an effective workforce for production and business execution. Proper utilization of budget for the workforce of an organization can be well maintained through an efficient human resource management team. So, an organization must have an effective human resource team to guarantee proper use of budget for efficient employees to get the best outcomes (Dessler, 2014, p. 532-534). To maintain a good corporate culture within the organizational structure of an organization, human resource management plays a vital role in resolving conflicts between individuals working on the same platform.

### 2.3 Workplace Environment

One of the main motivating factors for employees of an organization is the right workplace environment with good benefits from the organization. A suitable workplace environment helps employees of an organization utilize their potential for the betterment of the organization. It also affects the mental health and physical strength of employees. The process of affecting mental health negatively creates a toxic climate for working within the organizational structure (Sherbin and Rashid, 2017, p. 116). A hostile work environment reduces the enthusiasm and motivation of employees to work. The workplace environment damages the productivity of employees in the workplace. The probability of increasing turnover rate is very high under the circumstances. It is essential to understand that a business organization must focus on a suitable work environment for

the employees. This process is not easy for human resource management (Sherbin and Rashid, 2017, p. 123).

The organization needs to invest time and efforts in improving the communication process among different departments for ensuring a sustainable right working environment. A good working environment can improve the level of greater satisfaction of employees working for the organization. Under the circumstances, employees of an organization feel very comfortable and confident to work for the organization (Sania et al., 2015, p. 68-69). A good working environment can significantly lower the rate of turnover. It helps business organisation improve the productivity of the workforce and ensure sustainable development for the organisation. It also helps utilize human resources effectively. Proper time in resource management is the key to achieving organizational goals and objectives. A right working environment must be evaluated through different criteria to ensure sustainability—the most common method of introducing a friendly work environment for employee users taking the survey (Harel, 2008). The results can lead an organization to take the necessary measures to ensure the right walking circumstances for employees. As there are no rules and parameters to measure the right working environment for an organisation so the business organisation must concern about the circumstances under the organisational structure. A great workplace with a significant relationship between supervisor and employees can lead to the right work environment for an organisation.

A right working environment increases employees' motivations to work. When an employee finds a friendly working environment to work in, he or she will be very confident to work for the betterment of the organisation. A right working environment ensures appreciation for the employees (ILO, 2016, p. 52-53). Reward is crucial for motivating human beings so essential, exciting bonus offers and rivers can positively increase the motivation of employees. Rewarding the employees who put their best efforts into work will promote good working among the employees of an organisation. This cultural behaviour can improve a friendly environment that helps employees to be motivated. This practice will increase the efficiency of employees in the workplace. Another important criterion of the right work environment is transparency and effective communication. Transparency at the workplace and effective communication increase the level of productivity and efficiency of employees. The positive feeling at the workplace because of

transparency and maintaining effective communication increases the efficiency level of employees (Allen et al., 2004, p.9).

The respectful environment is the driving force to build a better work environment within the organisational structure. Employees of an organisation must be submissive to one another (Leka et al., 2013, p. 8). A respectful environment can increase the possibility to ensure a positive work environment for employees. Diversity and acceptance among the employees can increase the power to build a positive environment for an organisation (Dhuppar, 2015). In order to build a good culture for the organisation, human resource management must focus on the diversity in the recruitment process also. The balance of gender equality in the leadership for top-level management to middle-level management is crucial for ensuring a good culture for an organisation. Diversity at the workplace is very crucial for a business organisation to create a better working environment increases the chance of ensuring sustainable business growth. Sustainable business growth in the competitive market is crucial for an organisation to create competitive advantages. The equal opportunity for both male and female employees increases the level of acceptance among the workforce of an organisation (Fernandez & Moldogaziev, 2013). Diversity at the workplace can play another crucial part to increase acceptance. Accepting the different ideas and background of employees help build a better work environment for an organisation. This process also promotes innovation and appreciation for new ideas. The relationship between supervisors and subordinates at the workplace is another factor of ensuring a better work environment (Foma, 2014). A right work environment ensures open communications among the employees of an organisation—open communication and transparency at the workplace help the employees to be more flexible and efficient. As a right working environment provides comfort for employees to work for the organisation, it increases the employee's retention for the organisation (Guillaume et al., 2013).

#### 2.4 Motivating Factors in the Workplace

Remuneration is considered one of the most attractive appraisals for employee performance. Remuneration can motivate employees of an organization to work with enthusiasm to achieve goals and objectives (Kopp, 2020). Among different motivational tools, remuneration is mostly used by managers to get optimal outcomes from employees. Every employee of an organization

should receive compensation for performing their responsibilities. The motivation of employees cannot be achieved only from the decision made by the manager regarding the organizational policy, but it comes from the understanding of individuals at the workplace (Martono et al., 2018).

Remuneration of employees should be set according to some effective practices as psychological needs, the performance of an individual, productivity, social needs, and so on (Nazir et al., 2013). Paying a high amount of cash may not be motivate employees in every situation. It is important to focus on the individual demands to make an effective traditional package for employees. So not only cash but other benefits of an attractive remuneration package could bring the best result from employees.

Discrimination while paying remuneration for employees uses another variable to create a good organisational culture. To ensure the best outcomes for employees, an organisation should compensate every employee fairly (Mafini & Dlodlo, 2014). Another important area to upsurge the level of gratification at the workplace is the health and emotional well-being of employees. Media houses should focus on the employees' health and emotional well-being to ensure a good working culture. The field-based reporters have a particular concern about their risk minimization of losing jobs. Effective human resource management should consider paternity and maternity benefits under the remuneration package (Berliana et al., 2018, p.41). Productivity use key for a media house to create a competitive advantage. Media houses must be concerned to ensure work-life balance for employees to increase productivity.

Training and skill development programs for TV reporters are crucial to working in any critical situation. In the recent pandemic of COVID-19, the job regarding media house is facing challenges to perform their duties effectively. Training and development programs arranged by an organisation for TV reporters can increase the degree of level of the satisfaction and safety for the employees working under the pandemic situation (Truitt, 2011).

Another important area of human resource management for achieving employee satisfaction towards the organisational goals and objectives is arranging different training programs and developing a strategy of personal improvement (Hameed & Waheed, 2011). The process of arranging different training programs for employees can improve their skills at the workplace. Training and skill development programs are crucial for an organisation because of performance improvement. Training and skill development programs help to adapt the best guide for improving

the performance of employees (Costen & Salazar, 2011). Without efficient training, individual measurement of performance is not accepted as expertise. It helps an organisation transform employees into leadership roles in a different department of an organisation. This process of transforming leadership roles ensures sustainability. It is necessary for an organisation for creating a corporate image in the global market. The corporate image helps employees choose the business organisation to work (Sung & Choi, 2018). It helps a business organisation recruit the most qualified employees for creating a competitive advantage in the market.

The corporate image which is also known as organization brand or corporate brand. It is more like appealing to potential employees than it is to draw attention in customers. A company's employer brand gives potential employees a truthful representation of what it's like to work there. It consists of all the elements that make the business a desirable place to work. These could include things like inviting workplaces, teamwork, flexible work schedules, and more. These elements may affect employment decisions (Afroze, 2016, p.36).

Communication plays a crucial part in an organization. The human resource team communicates with the employee time to time to inform about the area of improvement and provides relevant information regarding their performance (Jehanzeb & Bashir, 2013, p. 247). Their appreciation practice within the organisational structure also added value to employee psychology. The motivation process can be easily by the execution of performance assessment and appraisal. To achieve the goals and objectives of a business organisation, development programs must be concerned about the performance assessment of employees and the appraisal process to ensure continuous improvement to achieve the next target (Nda & Fard, 2013).

Media houses are required to provide a training allowance for their employees to work under the current pandemic situation. The TV reporters and journalists are facing the extreme challenge to work in this current COVID19 endemic situation (Coronavirus Disease (COVID-19) - events as they happen., 2020). International media houses provided emergency training for their employees to work in the present critical situation. Training and development programs regarding the current pandemic situation motivate the frontier TV reporters and journalists to work safely and effectively. Recently UNESCO has a program of effective communication aid for East African journalists to provide emergency service in the critical situation of COVID-19 (UNESCO, 2020).

## 2.5 Job Satisfaction and HR Practices

There is a close connection of useful remuneration package, a good working environment and arranging training program for media house workers with job satisfaction and engagement at what place (Anitha, 2014, p. 317). There is no significant study regarding job satisfaction and engagement with the variables in the context of Bangladeshi journalists and TV reporters.

According to the self-determination theory employee's motivation may of extrinsic and intrinsic nature. The employees who are passionate about the specific work find excitement and enjoyment while working under the intrinsic model (Mokaya & Kipyegon, 2014). On the other hand, the employees need tangible rewards and compensation for working effectively to achieve the goals and objectives. In this research, the extrinsic motivational factors for achieving job satisfaction for media house employees were highlighted through some variables. The research regarding the job satisfaction and engagement of Bangladeshi journalists and TV reporters has not been conducted so far to get a better picture. This research was conducted to fill the breach in the literature regarding the industry.

Every business organisation has some specific goals and objectives. Every department of the organisation must contribute to achieving the goals and objectives directly. The objective set by the organisation defines the nature of the business. Human resource management provides a benchmark for evaluating the performance of different department within the organisational structure of a company (Mokaya & Kipyegon, 2014). Those standards provided by human resource management are well connected with the predetermined organisational objectives and goals. The primary purpose of human resource management is to ensure the right people in the right place at the right time. This process helps employees' effectiveness at the workplace to achieve the goals and objectives set by the business organisation. To meet the targets of a business organisation, proper human resource management must ensure workforce motivation. This motivation is crucial to increase human resources' effective utilization within the organisational structure (Spisakova, 2019). The vital role of human resource management for an organisation is to create an environment that is well organised with high moral values. An excellent corporate culture created by human resource management within the organisational structure promotes both employees and the organisation's mutual interest.



Human resource management plays a vital role in the organisation to adopt different strategies and policies to ensure a better work environment to achieve goals and objectives. The process of developing an excellent corporate culture and maintaining quality work life for the employment of an organisation is essential to get desirable outcomes.

From the statistical point of view, the policy and practice related to human resource management are mutually reinforced to attain the organisational goals and objects. The researcher argues that this study uses human resource management as the workforce management process guidelines. Simultaneously, the policy related to the coordination follows the same direction of human resource management strategies. This study has shown that the policies and practices of human resource management have a positively correlated effect on organisational performance. There is a positive correlation between HR practices and customer satisfaction. Research can play crucial role in helping the organisation to identify the gap of HR practices. The process helps the business organisation improve the strategies and policies of human resource management to achieve goals and objectives. According to the empirical research the policies and practices of human resource management have a direct impact on the performance of the organisation. Research can help a business organisation to identify the gap between the implemented and intended human resource management. Further research (Mahmood & Absar, 2015, p. 178) suggested that employee participation, recruitment process, and compensation are the driving forces of HR practices to achieve goals and objectives. The top-level management can appropriately execute the intended human resources team with the help of empirical studies regarding the area.

As the conflict at the workplace is inevitable because of different personalities and backgrounds (Guillaume et al., 2013), so an organisation must resolve the conflicts in the workplace to achieve the best result from employees. A good working culture can ensure the process of resolving conflicts in the workplace. Human resource management also focuses on its employees' relations. So, the process is for ensuring a good corporate culture and best outcomes for both the employees and the organization.

A convenient remuneration package is crucial to ensure job satisfaction for employees such as journalists and TV reporters very competitive job in the national and international context (Magnan & Martin, 2019). According to the analysis of global media trends, the advertisement and newspaper circulation for TV reporters and journalist has been increasing day by day. A useful

remuneration package motivates TV reporters and journalists. Research showed that benefits and compensation are playing an important role to increase the level of satisfaction of most TV reporters and journalists. Media house employees, including news presenters, journalists, and TV reporters, need a very flexible working environment to do their job effectively (Sutrisno, 2013, p. 212).

## 2.6 Literature Gap

During the literature search and review, several comprehensive studies in abroad have been found regarding the HR practices in the private TV channel industry along with journalism industry. Whereas, seldom explored the research on TV channel industry in Bangladesh. That's why, it is difficult to find out a significant number of literatures here. In addition, there is a huge literature gap in the aspects of relevant data, case studies, research variables or conditions and so on. Besides, the biggest gaps between the authors beliefs and research facts have been identified in the prior literatures. Thus, further study is needed regarding the HR practice in private TV channels in Bangladesh.

## 2.7 Conclusion

Human resource management mainly denotes the process of accomplishing a diverse job efficiently from other people of the organization. So, it can be said that human resource management is nothing but guiding and managing the people in the workplace. The functions related to employing and controlling are commonly known as human resource management. Maintaining a proper working atmosphere within the organisational structure that can be added extra advantage for the organisation to create a good marketing strategy. This process is vital for employees working for the organisation to be more effective and energetic at the workplace. A good working condition, including a healthy environment, security, and safety for employees, can bring the best outcomes from the existing employees of an organisation. A friendly environment is crucial for employees to achieve job satisfaction. However, due to the high level of commercialization of TV channels in Bangladesh, healthy HR practices have been ignored for a long time. In a study by Khan (2013), it has been found at that time that almost all TV stations out of 22 are owned by business groups. Linked with this study, Rahman et al. (2017) argued that the commercialization of TV channels distracted these channels from serving stakeholders' interests.

To add to that, employees are a big part of the stakeholders of a TV channel. The study of Ali (2018, p. 14) found that media houses, including TV channels, are very much enthusiastic about profit-making while ignoring their responsibilities towards employees and audiences. TV journalists also asked TV channel owners to provide funding in training and development so that they can be updated with the quality skills and knowledge for improving the industry (Khatun et al., 2017). However, the study added that owners found to be whimsical to the needs of the journalists. The study also found that those journalists being members of several civil society organizations self-sensor themselves in news presentations that indicated lack of a strong mechanism in HR practices hence it is important to understand the HR practices that is going on in this industry that inspired the necessity for conduct of this study.

## Chapter 3: Industry Profile

The study targeted the employee of the private TV channel industry of Bangladesh. Though the industry is vast and there are many satellite TV channels operating in the country, top channels among them are enlisted below, which has been prioritized for conducting this research.

### ATN Bangla

ATN Bangla was dispatched on sixteenth July 1997 for broadcasting. It is under the ownership of the Asian Television Network. ATN News is its sister station, where refreshed news is broadcasted consistently. The administrator of this channel is Mahfuzur Rahman, who is a notable individual of the industry and has won Asian Broadcaster of the Year in 2012 for his magnificent contribution to the news presentation (ATN, 2020).

The studio of ATN Bangla is in Dhaka, from where the programs are broadcasted. It is the very first satellite-based station in Bangladesh. ATN Bangla also transmits its program to some different areas of the world like Europe, the Middle East, North America, and South Asia. Throughout last 22 years, its ubiquity is increasing. Also, it is more mainstream on account of the extraordinary talk-show, music program, drama, and sponsoring cultural events such as band music show, dance show, and so on (ATN, 2020).

### NTV

Commenced in 2003, NTV is another popular private TV channel in the country that founded by Mosaddek Hossain Falu- a well-known businessman as well as a politician. NTV is known as the pioneer in the satellite TV channel industry in the country with a tagline that translates to “heading towards the future with time” in English. It now offers a program through TV, internet and mobile platform too. In addition to Bangladesh, it also broadcast in the UK, USA, Australia, Middle East, Europe, Canada, and so on. The main category of its program consists of news, talk-shows, educational programs, soap operas, movies, reality shows, dramas, and other entertainment programs. NTV also has an online portal for updating national and international news 24/7. It is located at BSEC Building, Dhaka (ITCL, 2020).

### ETV- Ekushey Television

Incorporated in 1998, ETV is known for its reliable news and programs in the country. It targets both urban as well as rural people to address their entertainment-related needs and updates about national and international context. It focuses on education programs too besides entertainment programs with a mandate to support the country to move forward to keep pace with the changing global sphere. In a nutshell, the overall target of this channel is to inform and entertain its audience, stimulate the growth of the nation, create jobs, and inspire people for social commitment (ETV, 2020).

ETV's technical capacity is comparable to any other quality broadcasters in Asia and broadcast programs like current affairs, news programs, drama, films, talk-show, music shows, telefilms, documentaries, educational affairs, live-show and so on. The strategic placement of headquarter of this TV channel gives it easier access to political issues, business as well as other things. Currently, it has more than 500 employees working throughout the country and abroad (ETV, 2020).

### Bangla Vision

Owned by Shaymol Bangla Media Ltd, Bangla Vision transmitted its programs in 2006. The executive of this channel is Abdul Haque, and the overseeing chief is Mohammad Aminul Haque. The previous name of this TV channel was Zee TV Bangladesh. After that it was changed over to BanglaVision. Their maxim is "Drishti Jure desh" [Country across the vision], and it is an overall amusement-based television station. As an overall amusement television station, they broadcast different sorts of programs, for example, dramas, television shows, news, and so on. A portion of the TV show names are Amader Rannaghor, Soundorjer Kotha, Moner Kotha, Amar ami, and so on. This channel is generally well known for its various types of shows. The current TRP of this station is 1750K. 'Apstar 7' satellite uses to communicate its network programs in Bangladesh (MyBangla24.com, 2020).

### Channel I

The acclaimed "Channel I" began its excursion on first October 1999. It is possessed by Impress Group. This channel is being more active gradually. Presently it has aired in several zones of the world as Pan Asia, Ireland, Canada, US, UK, and so on. The chairman of this famous channel is Md. Faridur Reza Sagor. Channel I is known as the first digital channel of Bangladesh. At first,

the channel used to broadcast programs for 12 hours. 2 Years in the wake of starting the excursion, they initiated telecasting for 24 hours.

Channel I transmits numerous kinds of projects to entertain the viewers. Of them, a program specially organized for farmers, agri-business men and people in agri-industry named "Hridoye Mati o Manush" is the most mainstream one. The location of their settlement is – 40, Shahid Tajuddin Ahmed Sarani, Tejgaon I/A, Dhaka-1208 (Channel i, 2017)

### Somoy Television

Somoy Television channel is everything about the news. The entirety of its projects is news related. This channel began its excursion on seventeenth April 2011. In any case, it got well known rapidly. Since individuals can get news of the nation or world whenever they need, their show "News Bulletin" is about the updates. They additionally offer live news for the watchers. Somoy TV has an objective to make our nation a prominent spot. So, they intend to air valid and significant data. "Shompadokiyo" and "Somoy Songlap" are two more watched shows on the channel (Somoy TV. 2020).

Their settlement is at 89, Bir Uttam CR Dutta Road, Banglamotor, Dhaka. Nevertheless, they have nine Bureau Offices all through the nation. Besides, they have reporters over 56 locales to get the correct data in the blink of an eye.

### Independent TV

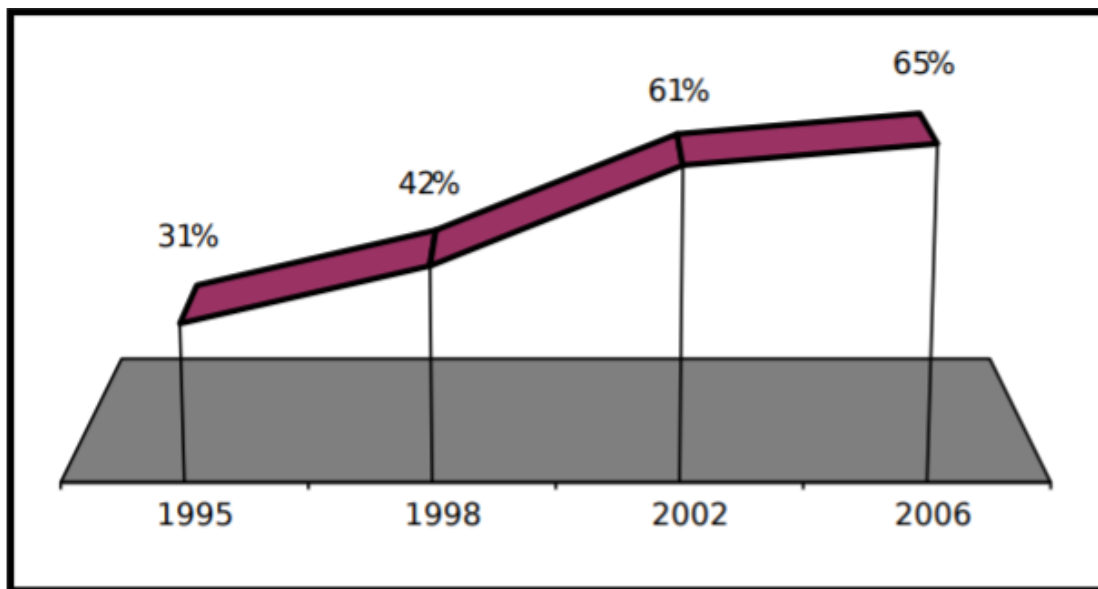
News based TV station "Independent Television" was dispatched on October 20, 2020. This channel is possessed by Beximco, which is perhaps the biggest organization in Bangladesh. Salman F Rahman is the executive of this television station. For the most part, it is a news-based channel which is communicated with different sorts of information, for example, amusement news, sports news, global news along national news. Essentially, this channel additionally communicates various types of shows. One of the most famous shows is 'Taalash'. The primary target of this program to feature the different wrongdoing of society. Their present TRP positioning is 3000k. This station additionally utilizing Bangabandhu 1 satellite for broadcasting their projects (Independent TV, 2016)

Apart from these channels, there are a lot more other private TV channels in Bangladesh operating their works. Notable channels among them are RTV, Boishakhi TV, Desh TV, My TV, Mohona TV, Maasranga TV, Channel 9, GTV, Asian TV, SA TV, Deepto TV, Bangla TV, Nagorik TV,

ATN News, Chanel 24, Jamuna TV, News24 DBC News, Gaan Bangla, Duronto TV, Bijoy TV, T-Sports and so on. Any employee working in these TV channels is the targeted population of this study.

### Growth of the Private TV Channels in Bangladesh

The growth of private TV channels in Bangladesh rapidly increased from 1995 to 2006. However, in recent years many channels are in the pipeline, and some have commenced their operation, but data on them is not readily available. The graph below has shown the market growth of the private TV channels in Bangladesh from 1995 to 2006.



*Figure 1: Market Growth of Private TV Channels in Bangladesh*

Source: Hossain (2017)

Figure 1 explained the market growth of private TV channels in Bangladesh which has significantly risen between 1998 to 2002.

The growth of the number of private TV channels also got increased at this time. Stretched to 2008 from 1997 the highest rise in the number of private TV channels is from 2005 to 2006. There were only 7 private TV channels in 2005 that has been increased to 15 in 2006 (Hossain, 2017).

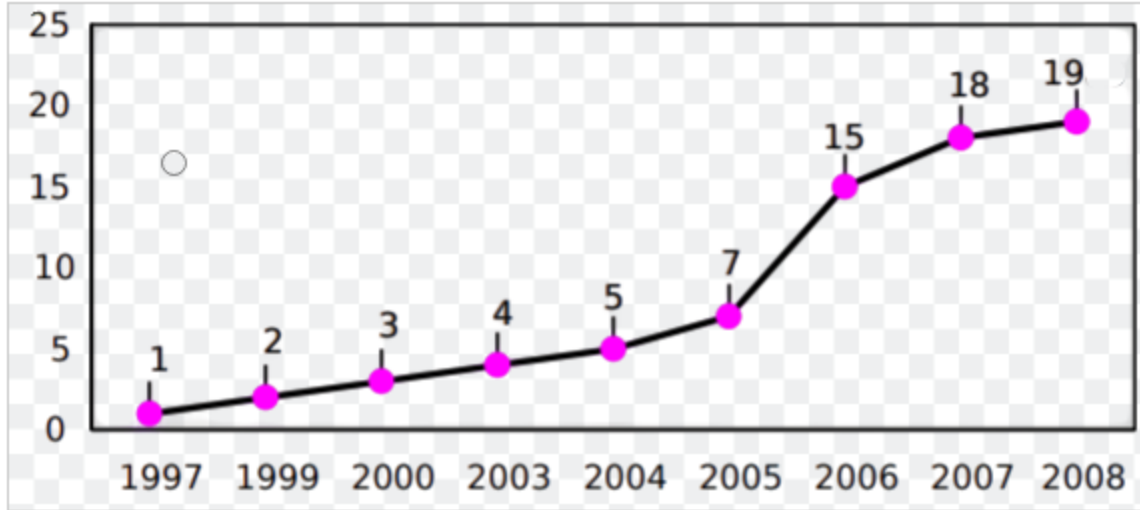


Figure 2: Growth of the number of private TV channels in Bangladesh

Source: Hossain (2017).

Employment growth in the private TV channel industry has also seen a rise in these years. However, accurate information about the total employment number of the TV channels industry is unknown due to lack of useful information. This information alone indicates the vulnerable situation of HR practices in this industry. Nevertheless, Hossain (2017) estimated the number of private TV channels in country based on estimates of 2 out of 26 channels included in his study.

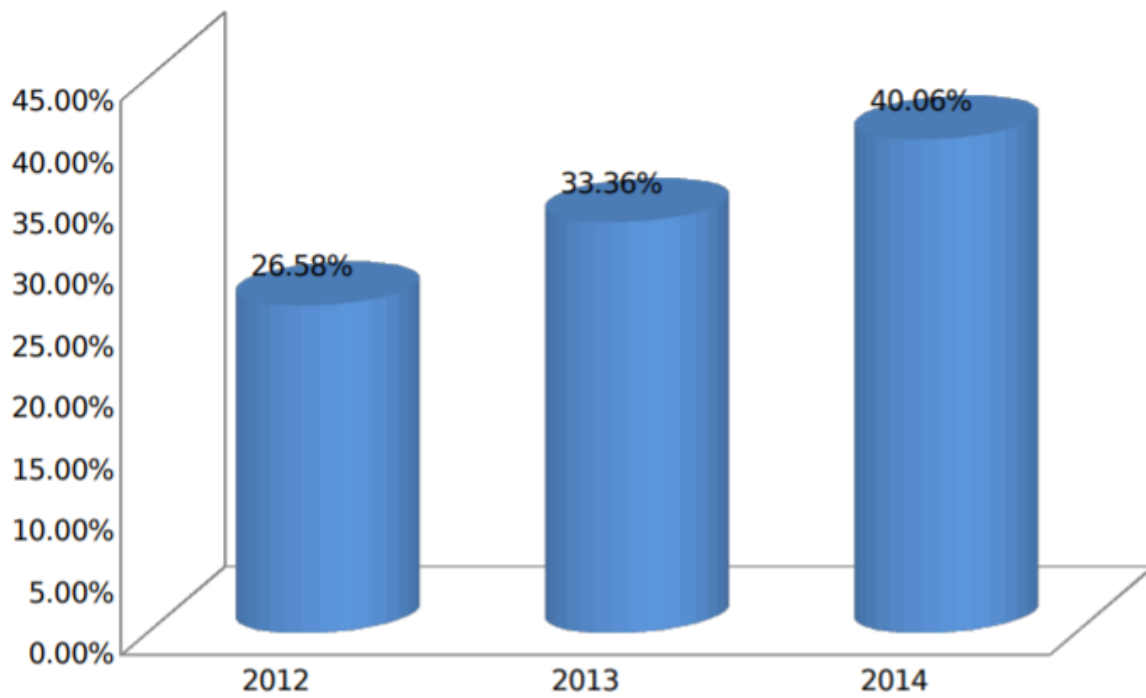
Table 1: Total Employment in the Private TV Channels of Bangladesh

Year	2012	2013	2014
No. of Employee	7480	8684	9802

(Source: Hossain, 2017)

Hossain (2017) has shown the growth rate of the employee in the media industry over these years that has been given below,





*Figure 3: The growth rate of employment in the TV channel industry*

Source: Hossain (2017)

## Chapter 4: Methodology

### 4.1 Introduction

The key to successful research lies within the iterative process that the research follows. The process of following the answer to the research questions, the methods to follow it, data, how data leads to new ideas, representation of the results and the new ideas, and so on are the part of that iterative process and research methodology outline that iterative process as mentioned in the work of (Stoecker & Avila, 2020). However, the research methods and research methodology have slight differences. Methods are the techniques that have been adopted for conducting the research mainly concerned about collection of data, statistical process to establish a relationship among the data and making it information and finally to evaluate the accuracy of that relationship (Weathington et al., 2012, p. 56). Conversely, research methodology is a way to resolve a research problem systematically. It is the logical process of doing the study. This is the way where the author describes, evaluates, and predicts a phenomenon based upon the research methods. So, it can be stated that the research method is part of the methodology (Saunders & Lewis, 2012, 128). For business studies researchers, Research Onion given by Mark Saunders (Saunders et al., 2007, p. 141-142) can be the best source to conduct systematic research as it peels the research activities step by step in a scientific method. The research method and methodology for this study described in this chapter according to Saunder's Research Onion.

### 4.2 Types of Research

In the research onion, first prioritized the research philosophy. The research philosophy is the beliefs about how developing new knowledge in a specific area through the research (Bryman, 2006, p. 102). It defines the nature of knowledge. The assumptions created at the beginning of the study is the philosophy of the research. It can be divided into two basic types epistemology and ontology. Epistemology is the branch of philosophy that seeks answers to questions that beings with what and how and concerns about insight, impression, reason, or even faith in some cases (Hughes, 2016, p. 177). On the other hand, ontology is concerns with the metaphysical world that seek the answer of what is and concerned about the objects, events, abstract entities such as values,

minds, and so on (Bryman, 2006, p. 99). Epistemology deals with three philosophical stances of research which are positivism, realism, and interpretivism. As this study falls under the epistemological philosophy of the research, further discussion on ontological aspects would not be discussed except stating the stances, which are objectivism, constructivism, and pragmatism. Positivism finds adequate knowledge by testing hypotheses or seeking answers for research questions (Saunders & Lewis, 2012, p. 131). Realism approved previous knowledge by continues research or applying new techniques and interpretivism focused on qualitative analysis than quantitative to incorporate the human interest in the research (Bryman, 2006). This study will be positivism research under the epistemological philosophy that will seek the answer to the research questions to find out the job satisfaction of the employees with their organizations' human resource management practices.

The study has taken steps towards testing hypothesis as well as answering research questions, and it can be clearly stated that it follows the Research Onion properly. In terms of research approach deductive approach that goes down from generic to specific information begins with the underground theory and then narrows down the answer. The quantitative study mainly focuses on the deductive approach as it seeks specific answers to the questions (Saunders & Lewis, 2012, p. 131). Alternatively, the inductive approach follows specific to generic information. It starts with data and then inquires it to form or to prove a theory (Beiske, 2007, p. 178). The inductive approach is mostly followed in qualitative research. Then comes the methodological approach of research, which is either qualitative that works with non-numeric data based on the constructivist paradigm (Bryman, 2006). This study aimed to find out the solution to a research problem that evolves around the human resource management practices in private TV channels of Bangladesh through a quantitative research approach.

For adopting the research approach, one needs to determine the research strategy. Research strategy entails the process the researchers intend to carry out the study. It can incorporate strategies such as experimental, case study, action research, interviews, systematic literature review, surveys, etc. Experimental research strategy investigates the results of the experiment with the expected results to find out the solution to the problem (Saunders et al., p. 142). The survey strategy is very popular in a quantitative method of study and connects with the deductive approach. The survey is often referred to as a reliable way of collecting rich and reliable

information. It involves sampling a representative amount of the population targeted (Bryman & Bell, 2007, p. 477). This strategy is mostly used to investigate the relation among different data to understand the relationship of variables. A case study is another popular method widely used in business and social science research. It focused on the particular area of the population to collect in-depth information to provide insights on the specific nature of the problems identified. It establishes the significance of culture and contextual scenarios of cases to gain that deepness (Silverman, 2013, p. 91).

For the research strategy, in a straightforward way, this study has adopted the survey-based research strategy for answering the research questions. Apart from other strategies, the survey research method has been chosen for its easiness to find out the quantitative information for the research problem due to the shortness of the time as this study is a cross-sectional study (Saunders et al., 2007, p. 143).

#### 4.3 Data and Sources

The inner circle of Research Onion provides the tactics that provide insights into the details of the data collection process and analysis. This section discusses data, its sources, tools, and procedures of data collection, study area, population and sampling, criteria of sampling, sample size, sampling method, sampling plan, and so on (Silverman, 2013, p. 90).

Data can be two types as per their sources. 1) primary data and 2) secondary data. Primary data is what is gotten from direct sources. This can be chronicled by direct sources or the data got from the respondents in the study or meeting data (Bryman, 2012, p. 322). Nonetheless, it is not data that has been delivered by the examination being attempted. For instance, data got from statistical assortments, and for example, the evaluation can comprise primary data. Similarly, data that is gotten from different analysts may likewise be utilized as primary data, or it very well might be spoken to by the book being examined (Flick, 2011, p. 72). The primary data is, along these lines, best comprehended as the data that is being dissected as itself, as opposed to through the crystal of another examination.

Secondary data is what is gotten from the work or assessments of different analysts (Newman, 1998, p. 3). For instance, the determinations of an examination article can establish auxiliary data

since it is data that has just been handled by another study. Similarly, research directed on statistical reviews can comprise optional data (Kothari, 2004, p.114). Notwithstanding, there is a degree to which the data is categorized by its use, as opposed to its characteristic or nature (Flick, 2011, p. 77). Research may demonstrate both a primary and optional hotspot for data, contingent upon whether the correspondent was present. For an investigation of social mentalities in the Eighteenth Century, or an investigation of the reasons because of a paranoid fear of wrongdoing in the present-day UK, papers may establish primary data. So, the best qualification of the two kinds of data settled by the utilization to which it is placed in an examination, instead of to an inborn attribute of the data itself.

#### 4.4 Population Size

There are a total of 29 private TV channels in Bangladesh and 15 are in the pipeline to enter into the industry. However, not enough information is available on the internet about employment. One study has projected the number of employees up to 2014 based on a sample from 2 TV channels. It estimated that the number of the total employees was 9802 in the TV channel industry in 2014 (Hossain, 2017, p. 77). However, no recent updates other than this one has been found. It is very important to denote that most of the district level or even divisional level reporters for these TV channels do not get paid rather work voluntarily and reaching to them is very tough. In this case, automatically, this big number of reporters are out of this study population as they interact with the HR department at a minimal level or most of the time not at all. Based on the reporters, camera operators, desk-based journalists, and teams that work mainly in Dhaka to the knowledge of the author herself (as the author is also a news presenter in a leading TV channel of the country and has experience of working in 2 TV channels) it can be estimated that on an average 90-100 employees per TV channel who get paid the total population is 2600 to 2900. The average of this range of numbers has been taken, as the estimated population number for this study which is 2750.

#### 4.5 Sampling and Sample Size

##### **Sampling**

Sampling is a method of choosing singular individuals or a subset of the population to make measurable deductions from them and gauging the qualities of the entire population. Distinctive

sampling strategies are generally utilized by researchers in studies, so they do not have to investigate the whole population to gather significant bits of knowledge (Bryman, 2012, p. 326). It is additional advantageous and practical strategy and consequently shapes the premise of any exploration plan. Sampling methods can be utilized in an exploration review software for ideal deduction (Silverman, 2013, p. 89).

There are two types of sampling which are a) probability sampling and b) nonprobability sampling.

Probability sampling is a sampling procedure where an analyst sets a choice of a couple of standards and picks individuals from a population randomly (Saunders & Lewis, 2012, p. 343).

Non-probability sampling is the strategy of sampling, where the analyst picks individuals for research meaninglessly (Yang, 2010). It includes convenient sampling, purposive sampling, snowball sampling, and quota sampling. Researchers use non-probability sampling when there is no prior information on the topics being studied or a new topic being explored and has budget and time constraints (Weathington et al., 2012, p. 59).

### **Sample Size**

The population size of 2750 in the industry is not very recent and based on projection from a previous study hence as a matter of fact the true size of the population is unknown. In addition to that, this study took place in a very complex context of finding out information on the HR practices of the private TV channel industry of Bangladesh. There is a scarcity of information on the industry itself where jobs are not secured, and there is almost no trace of any HR practices issues in the industry. Moreover, the budget and time for this study are also short. Hence, non-probability sampling has been used for data collection in this study. Due to lacking strong HR practices or job policies, journalists are likely losing their jobs if they pass information to other people that might get public. Hence, employees are not willing to provide information easily. So, it is difficult to trace the sample even though they are easily traceable. As a solution, the author from her network selected 20 senior TV channel journalists and requested them to spread the survey to their colleagues so that the researcher can get required information. To determine the sample size Cochran formula has been used as the total population is unknown. Cochran formula is:  $n_0 = Z^2pq/e^2$ . Here is the expected level of precision or the margin of error, p is the proportion of the population that has the features needed for the question and q is 1-p.

Considering that one fourth of the employees of the news media industry works in the private television channels industry so,  $p=0.25$ . The author wants a 90% confidence and 10% plus or minus precision. A 90% confidence level provide with the Z value of 1.645. So, the sample size would be,

$$n_0 = Z^2 pQ / e^2$$

$$n_0 = (1.645)^2 (0.25) (0.75) / (0.1)^2$$

$$n_0 = 50.74 \text{ or } 51.$$

However, the researcher decided the sample size to increase better at least 60% to double increase of the formula resulted sample size is targeted which is 80.

#### 4.6 Variable and Hypothesis

Variables are used to understand their relations. There are two types of variables a) independent variables and dependent variables. Independent variable as its name suggests does not change or depend on others rather influences other variables. Dependent variables, on the other hand, rely on the independent variables and change as gets influences by independent variables (Bryman, 2012, p.363). The dependent variable in this study is the job satisfaction of the employee that comes from working in the organizations. This variable depends on the other three independent variables, which are work environment, remuneration and benefits, and training & development. Each of these three variables independently influences job satisfaction and also influence it together. To find out the correlation of these variables' hypotheses originating from research questions mentioned in the introduction part has been given below,

H<sub>a</sub>: Work environment has a significant influence on job satisfaction.

H<sub>b</sub>: Remuneration and benefit have a significant influence on job satisfaction.

H<sub>c</sub>: Training and development opportunity has a significant influence on job satisfaction

The relationship and the extent of their dependency on each other will be assessed through correlation analysis.

#### 4.7 Methods of Data Collection

The data for this academic investigation was derived from firsthand sources through a survey data collection strategy. It has not been collected from any other statistical data; rather, the survey tool that has been specifically originated for this study. A questionnaire has been prepared based on the variables used for the study. Then it has been converted into an online data collection survey through the use of Google Form. Later on, it has been provided to the targeted respondents through e-mail and social media platforms. As the snowball method has been selected for the data collection, the researcher selected 20 senior TV channel employees from her network requesting to participate and requested to pass it to a minimum of 5 people making sure that they participate. While requesting for spreading the form some criteria were given to select the participants who are a) Dhaka-based employee, b) regularly comes to the office, c) salaried, and d) often interacts with the management of the organization mostly HR department. The respondents provided the required data that has been stored online and in excel sheets for further analysis.

#### 4.8 Data Analysis and Representation

The data has been analyzed through simple statistical measures such as mean, mode, median, range, average, and so on. The findings of the study have been represented through the use of visual representation, such as a graph, bar chart, diagram, pie chart, and so on. The correlation of the variables has been analyzed through correlation analysis to test the hypotheses. Use software such as SPSS and Excel have been used to represent the findings of the study visually.

#### 4.9 Ethical Consideration

Ethical consideration has been considered to protect the respondents from any forms of harms, provide respect to the dignity of the participants in the research process, consent of the respondents to participate in the research, protection of the privacy of the data and information of the participants, confidentiality of the data of the research and participants, anonymity of the participants and so on have been protected (Bryman & Bell, 2007, p. 497-499). In addition to these, exaggeration in research aims and objectives has been avoided. It is mentionable that this study is completely funded by the own cost of the researcher and has no legal or financial obligation to any form of donor or funder. No misleading information has been given in the study without evidence



or personal experience of the author. All the communications with the participants and the supervisors and other stakeholders to this study was accomplished honestly and transparently.

#### 4.10 Conclusion

The methodology is the blueprint of the study that directs the research work. It is highly important to focus on research methodology and keeping it methodical to avoid any kind of biasness or unreliable data to be interpreted as a result. However, limitations hinder good research work, and no study is free of that, but it has its benefits too. Limitations indicate the need for further research work in the area. Based on the limitations of this study it can be concluded that further research including a bigger sampling size through random sampling or cluster sampling to get more firsthand information to get in-depth insights into the industry is necessary. It is also necessary to integrate district and divisional level journalists who do not get paid or work voluntarily. It is important to know what motivates them to work voluntarily and what is the level of their interaction with the HR department. Comparison between paid and voluntary journalists and reporters will unveil further adverse consequences issues in human resource management of the media or private TV channel industry.

## Chapter 5: Findings and Analysis

### 5.1 Introduction

As per Schensul & LeCompte (2013, p. 136), research data examination is a cycle utilized by researchers for decomposing data to a story and decoding it to deduce bits of knowledge. The data inspection measure supports in lessening a huge piece of data into more modest sections, which bodes well (Marshall & Rossman, 2012, p. 196). Then again, depict data investigation as a muddled, equivocal, and tedious, however an imaginative and entrancing cycle through which a mass of gathered data is being brought to request, structure, and importance.

This chapter illustrate and describe the analysis of the data, followed by a short description of data for each variable and sub-variable. The findings are linked with the research question, which is set out to find out the impact of the human resource management practices in the private TV channel industry of Bangladesh on employee's job satisfaction. Data has been investigated to categorize, describe and discover the relationship of human resources management practices of the Bangladeshi private TV channel industry in terms of recruitment and onboarding process, remuneration and compensation, training and development, and their relation to employee satisfaction. A correlation analysis has been followed by the description of results derived the respondents. The objectives of the study combined, then results lead to the answer of the question and if there are any gaps and further needs of research.

Data for this study has been composed through a self-administered survey questionnaire. A google form-based questionnaire comprised of 5 demographic information related questions on collecting information on gender, age range, experience range, nature of the work and organization size and 12 items under three independent variables which recruiting and onboarding process, remuneration and benefits, and finally training and development and 4 items under the only dependent job satisfaction was sent out to the senior employee of several private TV channel industry employee and they are requested to spread the questionnaire among private TV channel employees based on three criteria a) Dhaka based employee, b) regularly comes to the office, c) salaried and d) often interacts with the management of the organization mostly HR department. A response rate of over 100 (n=100) was expected at a minimum level. However, a total, 81 respondents were collected electronically, but 7 respondents have been eliminated due to invalid data responses. Finally, 74

respondents (n=74) have been stored for use in data analysis. Due to his extensive experience working in the private TV channel industry, no other reason was collected for the refusal to participate in the methodology mentioned in the section other than the researcher's predictions, following the ethical aspects of the study and giving freedom to the respondents to participate or withdraw anytime. Among the rest 7 responses that have become invalid, all of them recorded inaccurate data due to the technical problem.

## 5.2 Methods of Data Analysis

Descriptive data analysis has been used in the study, frequencies, responses rate of the items of the questionnaire. Several charts, diagrams, and other illustrations have been used support the short descriptive analysis. Analysis of the data has been used through google forms and sheets due to the easiness of the apps. Microsoft Excel has been collected to crosscheck the calculation and create illustrations and to find out the correlation among the variables. Responses of the respondents for HRM practices related questions have been scored by giving values to the responses to find out mean and other statistical information. For that purpose, in the four-point Likert Scale responses Strongly Disagree= 1, Disagree=2, Agree =3 and Strongly Agree=4 have been attributed. The total responses can be between 74 to 296. The lower the mean, the higher the disagreement with the statement and the higher the mean will be, the higher the agreement with the statement will be. The findings and analysis are described in the next section.

## 5.3 Findings and Analysis

### 5.3.1 Demographic Information

Demographic information of the respondents for this study contains the gender of the respondents, their age range, industry experience range, nature of the job, and organizational size. This information has been collected to understand the gender distribution, size, and other aspects of the jobs. However, none of these has been the independent variable.

## Gender

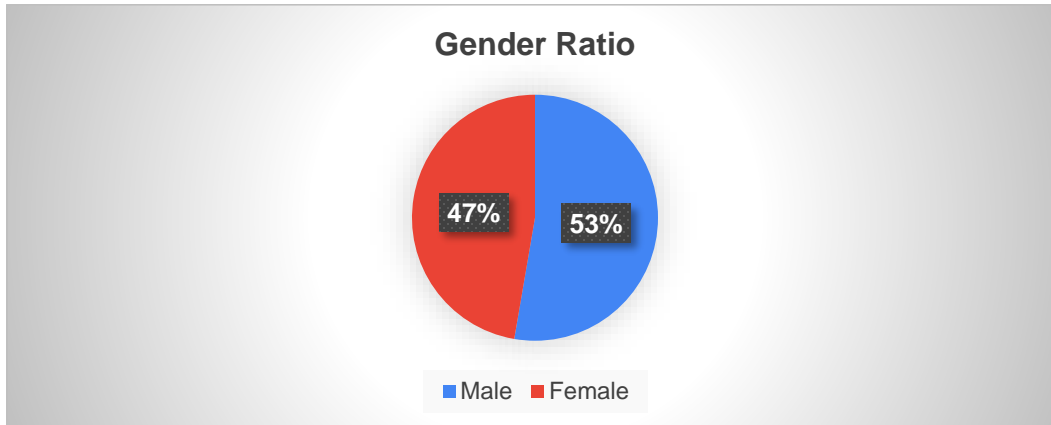


Figure 4: The growth rate of employment in the TV channel industry

Figure 4 described the gender ratio of the respondents. It is observed that among the total 74 respondents, 47% or 35 persons were female and 39 persons or 53% male. Even though the gender ratio in the journalism sector is male dominant, recent enthusiasm and participation of female journalists has on the increased due to many popular female reporters, news presenters, desk reporters, and so on. In addition to that, the respecting culture of the journalism sector could be another reason for increasing participation of females.

## Age Range

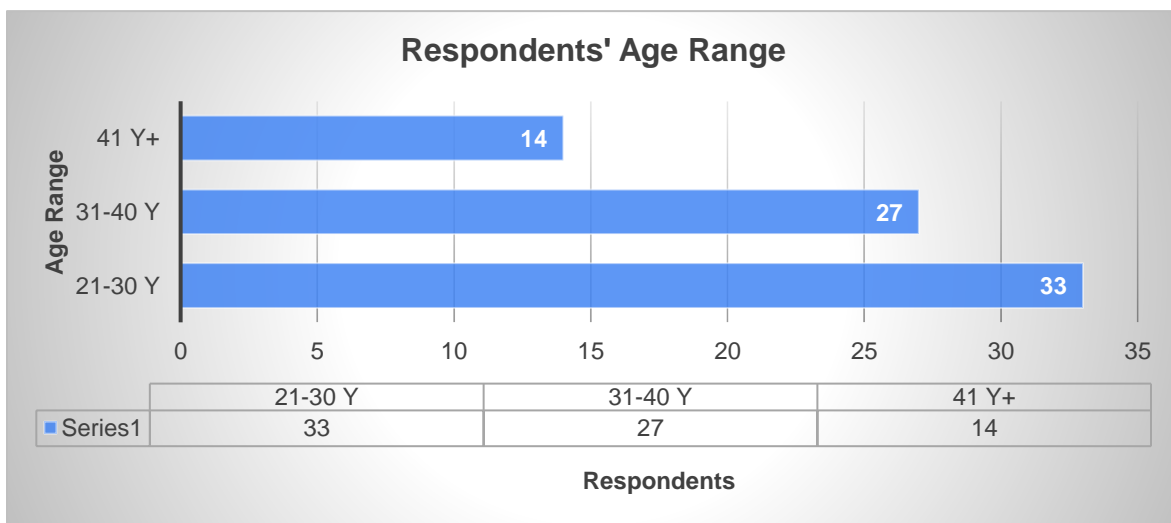


Figure 5: Age Range of the Respondents

Figure 5 described the age of the respondents. It is observed that 33 respondents or 45% of the total respondents age range is from 21 to 30 years old. It is indent most of the TV channel employees are young and in the early career stage. Since the industry needs a lot of reporters and staff on the field, this number is holding the bigger portion of the cake. 27 respondents or 36% of the respondents fall between 31 to 40 years old. On the other hand, only 14 respondents of all 74 or 19% of the respondents fall in the age range of 41 years or above.

### Experience Range

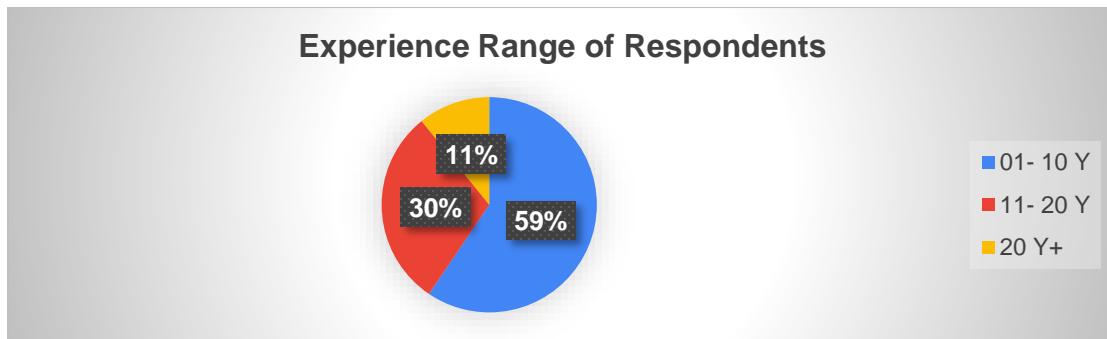


Figure 6: Experience Range of the Respondents

Figure 6 illustrates the experience range of the respondents. It can be observed that 59% of the respondents or 44 respondents have 01 to 10 years of experience in the private TV channel industry. 22 persons or 30% of the respondents have 11 to 20 years of experience. However, only 8 persons or 11% of the respondents have 20 or more years of experience. It can be assumed that these people are in senior-level positions.

### Nature of the Work

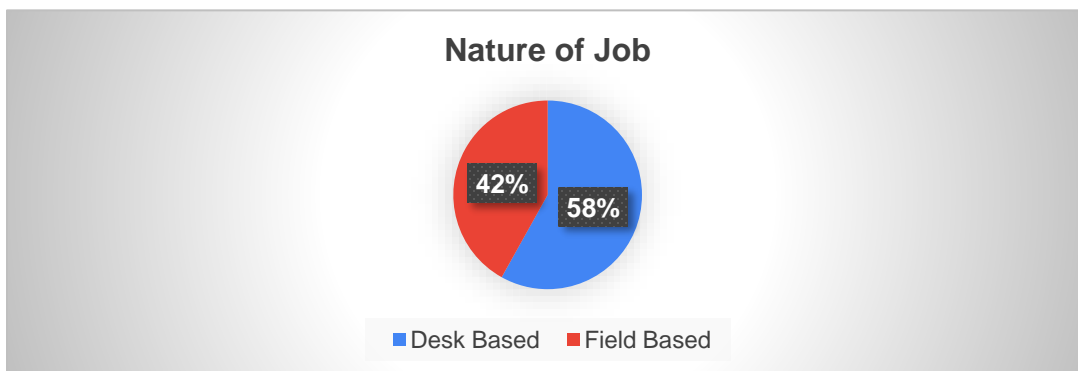


Figure 7: Nature of the Jobs of the Respondents

Figure 7 depicts the nature of the jobs of the respondents. It is observed that 42% of the respondents or 31 persons work on field which comprises reporters and camera persons mainly and the rest 43 persons or 58% of the respondents does desk-based jobs such as senior reporters, news presenters, desk reporters, administration, finance and HR and so on.

### Organization Size in terms of Employees

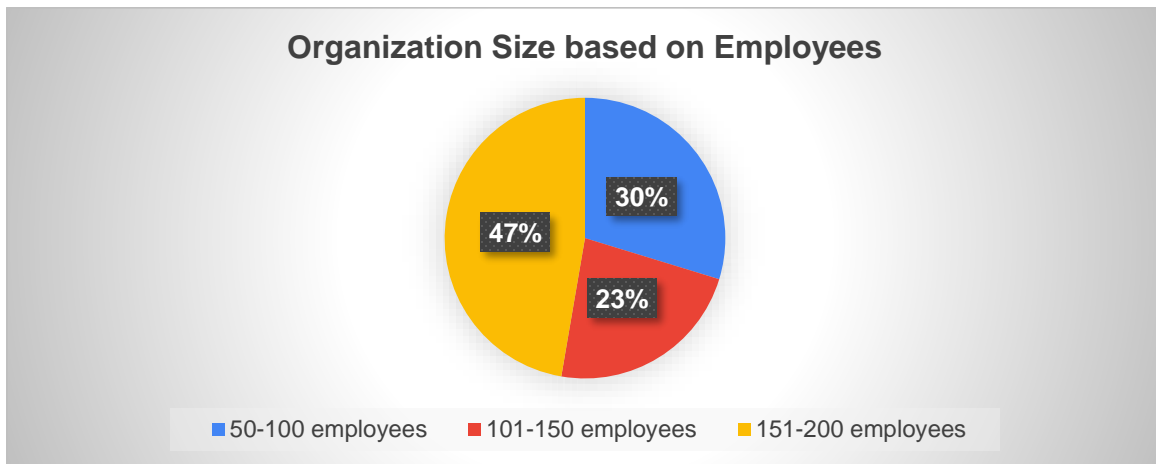


Figure 8: Organization Size Based on Employee Number

Figure 8 described the organization size based on the employee numbers, and it can be observed that 47% of the respondents or 35 persons work in an organization that has 151 to 200 employees. So, it can be easily concluded that almost half of the organization has bigger size of employees. However, questions remain whether they all are salaried or not. 30% of the respondents or 22 persons work in an organization that has 50-100 employees and 17 persons or 23% of the respondents work in an organization that has 101-150 employees.

#### 5.3.2 Job Environment

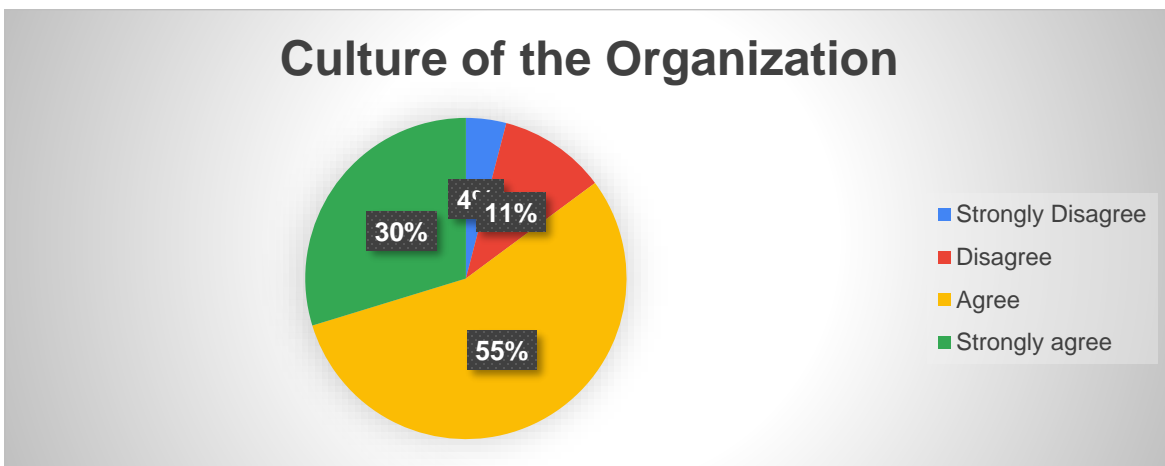
##### Respectful and Friendly Culture

Respectful and friendly culture is a vital element for a better job environment. In table-2 and figure 9, depicts the culture of the organization, it is observed that, out of the total of 74 respondents, 55% agreed that their organization is respectful and friendly. 30% of the respondents strongly agreed with the statement. However, 11% of respondents disagreed, and 4% strongly disagreed. With a mean of 3.11, it can be said that most of the organization or almost 78% of the organizations maintain a good respectful and friendly culture.

**Table 2: Respondents Opinions' Regarding Respectful and Friendly Culture**

Particulars	Frequency	Percent	Cumulative Percent
Strongly Disagree	3	4.0	4.0
Disagree	8	11.0	15.0
Agree	41	55.0	70.0
Strongly Agree	22	20.0	100.0
Total	74	100.0	

(Source: Based on reference to Q.1, at Appendix)



*Figure 9: Culture of the Organization*

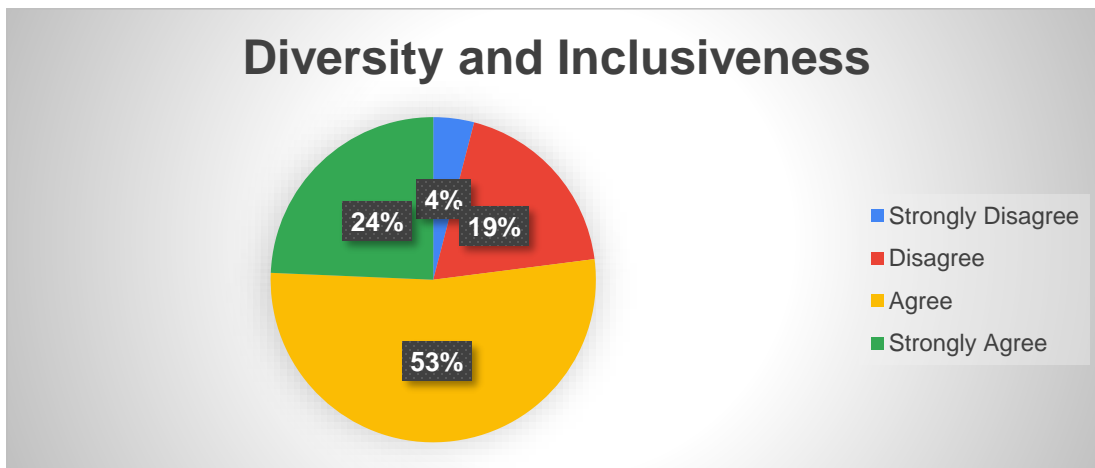
### **Diversity and Inclusiveness**

Table-3 and Figure 10 is about the diversity and the inclusiveness in the organization. Diversity and inclusiveness practices remain higher in a respectful working environment. It is observed that 53% of the respondents agreed that their organization maintains a good diversified and inclusive environment, and 24% of the respondents strongly agreed with the statement. However, 19% of the respondents disagreed, and the rest 4% strongly disagreed with the statement. With a mean of 2.97, it can be stated that though the environment is diversified and inclusive, there are still many scopes to improve the condition.

**Table 3: Respondents' Opinions on Organizational Diversity and Inclusiveness.**

Particulars	Frequency	Percent	Cumulative Percent
Strongly Disagree	3	4.0	4.0
Disagree	14	19.0	23.0
Agree	39	53.0	76.0
Strongly Agree	18	24.0	100.0
Total	74	100.0	

(Source: Based on reference to Q.2, at Appendix)



*Figure 10: Diversity and Inclusiveness*

### **Safe Environment for Women**

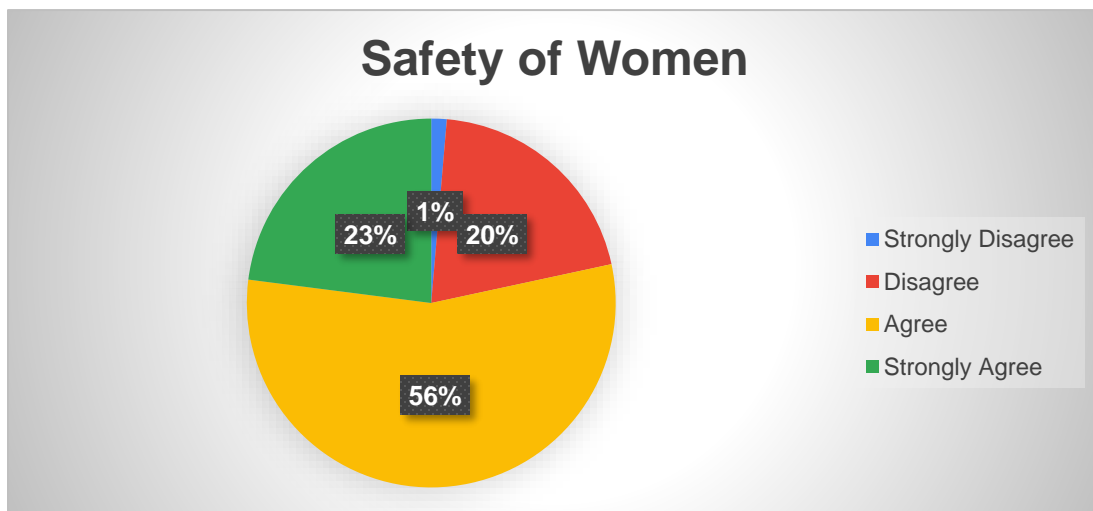
Figure 11 and Table-4 illustrates the safety of women in the organization. With more and more focus on gender parity in every aspect of our life, it is important to create a safe environment for women to work in an organization. It is observed that 56% of the respondents agreed that their organization maintains a safe environment for women, while 23% strongly agreed with that. However, 20% of respondents disagreed with the statement, and 1% strongly disagreed with the statement. The mean of the responses is 3.



**Table 4: Distribution of Respondents Rating on Safe Environment for Women.**

Particulars	Frequency	Percent	Cumulative Percent
Strongly Disagree	1	1.0	1.0
Disagree	15	20.0	21.0
Agree	41	56.0	77.0
Strongly Agree	17	23.0	100.0
Total	74	100.0	

(Source: Based on reference to Q.3, at Appendix)



*Figure 11: Safety of Women*

### **Teamwork**

Figure 12 and Table-5 described the teamwork in the organization. Teamwork helps an organization to accomplish its goals and objectives; hence it is important to focus on teamwork and cooperation with the supervisor. It is observed that 59% of the respondents agreed with the statement, and 23% strongly agreed. On the other hand, 15% of the respondents disagreed with the statement while 3% expressed they are not happy at all with the teamwork. The mean of the responses is 3.03.

**Table 5: Working Journalists Responds on Team Work in their Organization**

Particulars	Frequency	Percent	Cumulative Percent
Strongly Disagree	2	3.0	3.0
Disagree	11	15.0	18.0
Agree	44	59.0	77.0
Strongly Agree	17	23.0	100.0
Total	74	100.0	

(Source: Based on reference to Q.4, at Appendix)

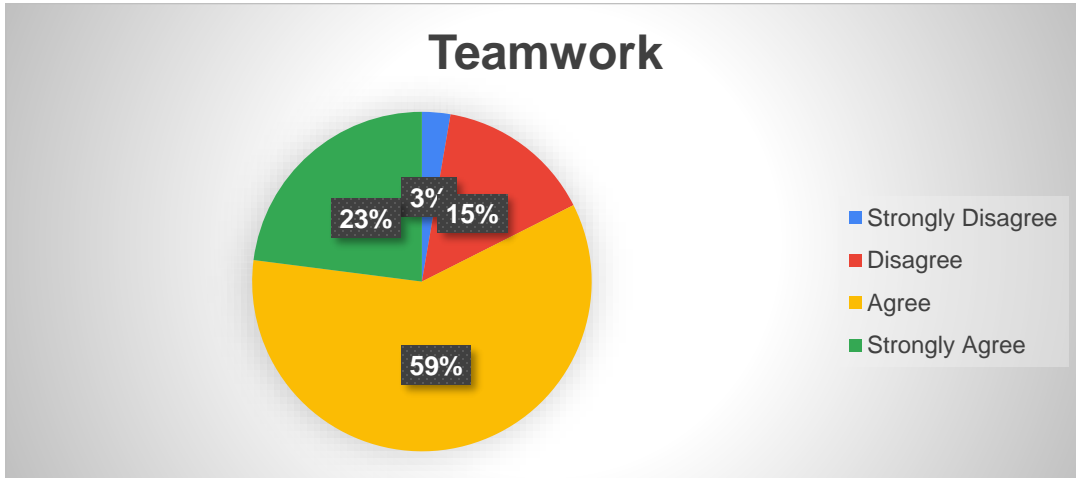


Figure 12: Teamwork

### 5.3.3 Remuneration and Benefits

#### Fair Compensation

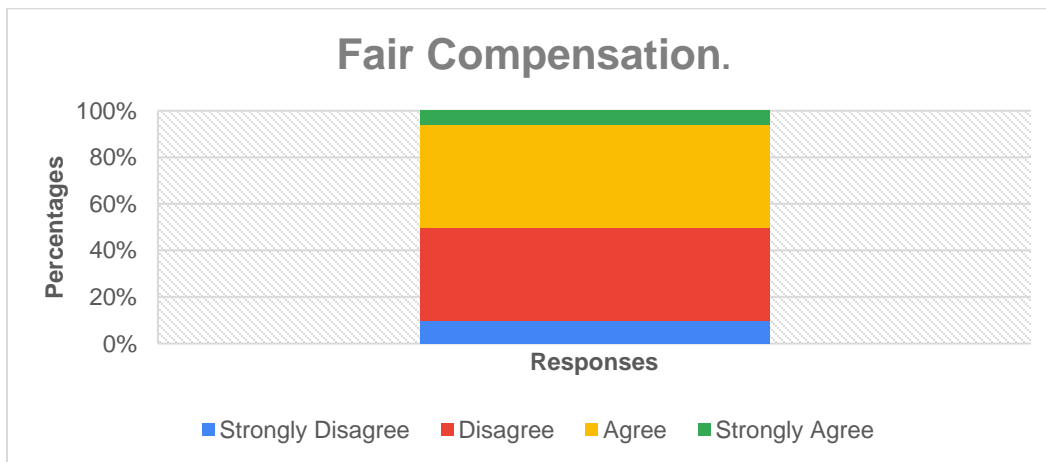


Figure 13: Fair Compensation

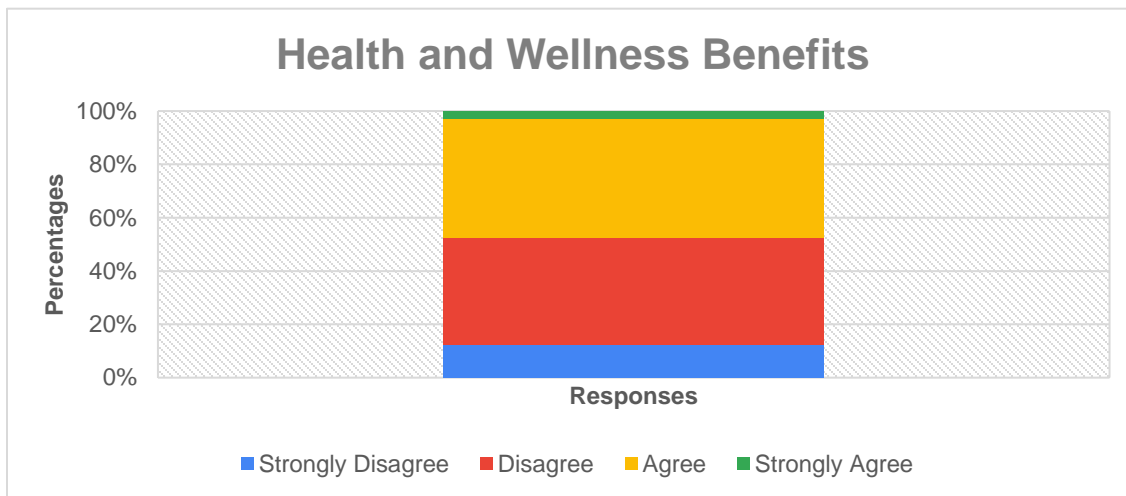
**Table 6: Reporters Experience about Fair Compensation at Workplace**

Particulars	Frequency	Percent	Cumulative Percent
Strongly Disagree	7	10.0	10.0
Disagree	30	40.0	50.0
Agree	33	44.0	94.0
Strongly Agree	4	6.0	100.0
Total	74	100.0	

(Source: Based on reference to Q.5, at Appendix)

Table-6 along with Figure 13 describes the fair compensation, and it is observed that 44% of the respondents agreed that their organization fairly compensates the employees while 40% disagreed with the statement. 10% of the employee strongly disagreed with the statement, while 6% strongly agreed that their organization does not pay fair compensation. The mean of the responses is 2.73.

### Health and Wellness Benefits



*Figure 14: Health and Wellness Benefits*

**Table 7: Reporters Judgements Regarding on Appropriate Health and Wellness Benefits.**

Particulars	Frequency	Percent	Cumulative Percent
Strongly Disagree	9	12.0	12.0
Disagree	30	40.0	52.0
Agree	33	45.0	97.0
Strongly Agree	2	3.0	100.0
Total	74	100.0	

(Source: Based on reference to Q.6, at Appendix)

Figure 14 and Table-7 depicts the health and wellness benefits that employees get in the organization, and it has been observed that health and wellness benefit are an important criterion of current jobs. 45% of the respondents agreed with the statement that their organization provides them with good health and wellness benefits, while 40% disagreed with the statement. 12% of the respondents strongly disagreed with the statement, while 3% strongly agreed with the statement. The mean of the responses is only 2.37.

### Paternity and Maternity Benefits

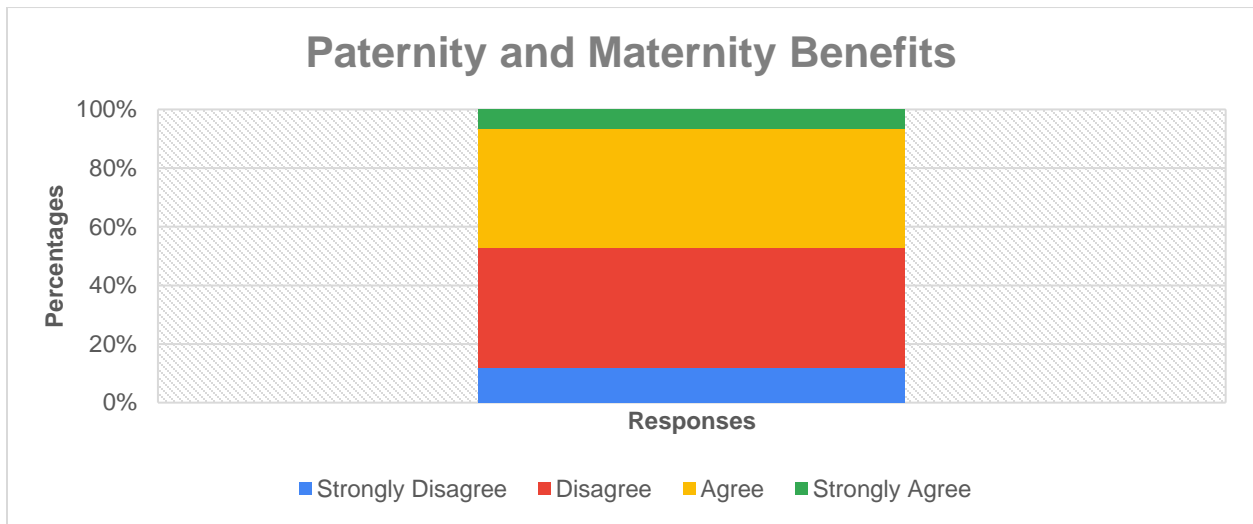


Figure 15: Paternity and Maternity Benefits

**Table 8: Respondents' Rating on Better Paternity and Maternity Benefits in Organization**

Particulars	Frequency	Percent	Cumulative Percent
Strongly Disagree	9	12.0	12.0
Disagree	30	40.0	52.0
Agree	30	41.0	93.0
Strongly Agree	5	7.00	100.0
Total	74	100.0	

(Source: Based on reference to Q.7, at Appendix)

Figure 15 and Table-8 illustrates the maternity leave facility in the organization of Bangladesh is still a matter of debate like in many other countries. such matter found in the discussion of literature review part. Paternity leave is also being a part of the discussion, and Bangladesh is not out of that for HRM practices debate. It has been observed that 41% of the respondents agreed that their organization provides good, better maternity and paternity benefits while the other 40% disagreed with this. 12% of the respondents strongly disagreed with the statement, while 7% of the

respondents strongly indicated that their organization provides better maternity and paternity leaves. The mean of the response is only 2.42.

### Work-life Balance

**Table 9: Distribution of Respondents Work and Personal life Balance at Organization**

Particulars	Frequency	Percent	Cumulative Percent
Strongly Disagree	4	4.0	4.0
Disagree	20	27.0	31.0
Agree	44	60	91.0
Strongly Agree	6	8.0	100.0
Total	74	100.0	

(Source: Based on reference to Q.8, at Appendix)

Table-9 depicts the work-life balance of the respondents. The industrial revolution and labor movement started with the issue of a working hour and for better work output work-life balance is vital. It is observed that out of 74 respondents, 60% of respondents agreed that they could maintain better work-life balances with their job responsibilities and duties while 27% disagreed. 5% of the respondents strongly disagreed with the statement, and 8% of respondents strongly agreed with the statement. The mean of the responses is 2.70.

#### 5.3.4 Training & Development

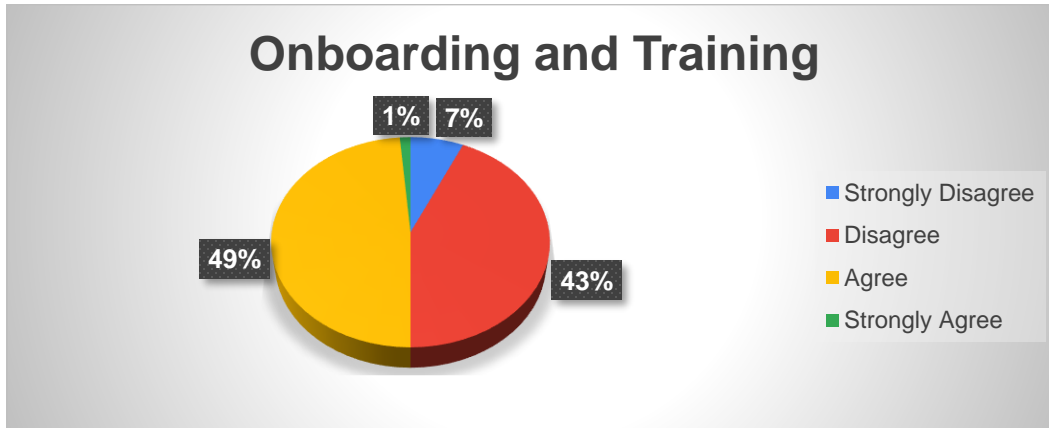
##### **Onboarding and Training**

Figure 16 and Table-10 described the onboarding and training facilities in the organizations of the respondents. Onboarding training helps employees understand their specific job responsibilities and duties in their position. It is observed that 49% of the total respondents agreed that their organization provided them with good training during onboarding and 1% strongly agreed with that. 43% of the employees disagreed with the statement, and 7% strongly not that they did get proper onboarding training so that they can easily understand their organizational responsibilities and duties. The mean of the responses is 2.45.

**Table 10: Journalists Opinion Regarding Onboarding Process and Training at the Industry**

Particulars	Frequency	Percent	Cumulative Percent
Strongly Disagree	1	1.0	1.0
Disagree	5	7.0	8.0
Agree	32	43.0	51.0
Strongly Agree	36	48.0	100.0
Total	74	100.0	

(Source: Based on reference to Q.9, at Appendix)



*Figure 16: Onboarding and Training*

### Training and Learning Support

Table-11 and Figure 17 depicts the level of supports the organizations give for training and learning support to the employees. The organization can compensate for their training incapacity by supporting employees to undertake training and learning opportunities. It is observed that 37% of the employees agreed with the statement that their organizations support them in learning and training, while 39% disagreed with the statement. 12% of the respondents equally strongly agreed and strongly disagreed with the statement. The mean of the responses is 2.76.

**Table 11: Reporters Perception on Training and Learning for Employees**

Particulars	Frequency	Percent	Cumulative Percent
Strongly Disagree	9	12.0	12.0
Disagree	29	39.0	51.0
Agree	27	37.0	88.0
Strongly Agree	9	12.0	100.0
Total	74	100.0	

(Source: Based on reference to Q.10, at Appendix)

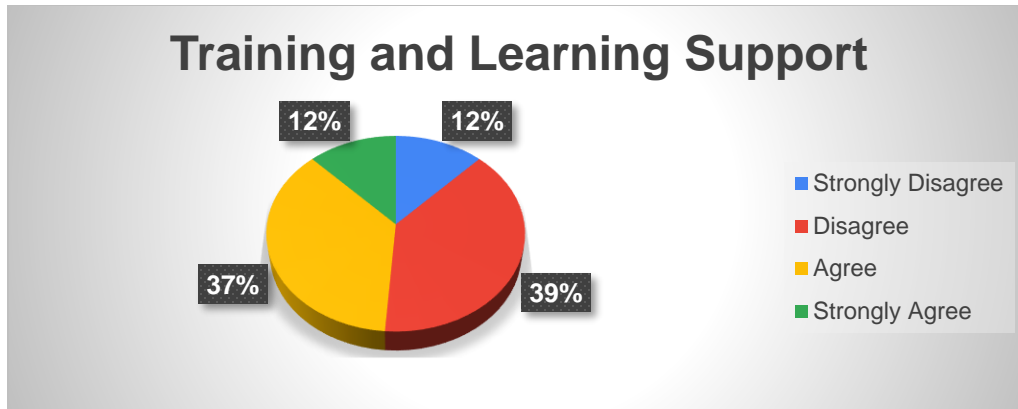


Figure 17: Training and Learning Support

### Covid-19 Safety Training

Figure 18 and Table-12 described the covid-19 related training in the organization. Covid-19 pandemic disrupted the world and private TV channels or as a whole journalism sector is not out of that. Many reporters and staff internationally lost their jobs, and there was evidence of heavy job cut in Bangladesh too. However, it is observed that 65% of the respondents agreed that their organization provided them with necessary training about covid-19 safety, while 20% of the respondents disagree with the statement. Only 1% strongly not agree that they did get enough training and 14% of respondents strongly agreed that indicates better safety training. The mean of the responses is 2.91.

Table 12: Rating of Responding about Organizing Covid-19 Safety Training

Particulars	Frequency	Percent	Cumulative Percent
Strongly Disagree	1	1.0	1.0
Disagree	15	20.0	21.0
Agree	48	65.0	86.0
Strongly Agree	10	14.0	100.0
Total	74	100.0	

(Source: Based on reference to Q.11, at Appendix)

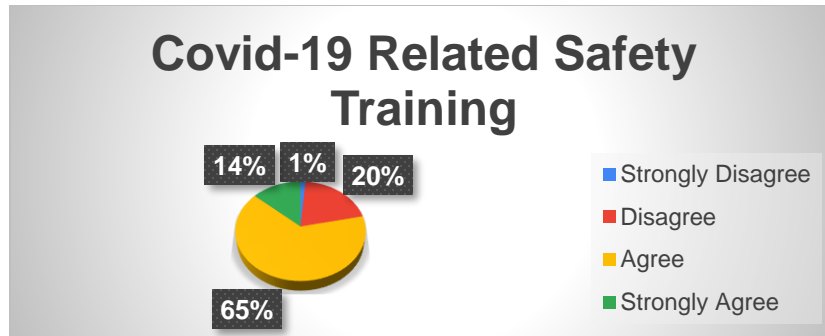


Figure 18: Covid-19 Related Safety Training

### Mentorship and Growth

Table-13 and Figure 19 illustrates the mentorship of the supervisors to the supervisee and the growth of the employee for a future better opportunity. It is observed that 55% of the respondents agreed that their supervisors in their organization provide them good mentorship so that they can learn, grow and avail of new opportunities while 30% disagreed with the statement and 10% strongly disagreed with the statement. Only 5% strongly agreed with the statement. The mean of the responses is 2.57.

**Table 13: Rating of Responding about Organizing Covid-19 Safety Training**

Particulars	Frequency	Percent	Cumulative Percent
Strongly Disagree	7	10.0	10.0
Disagree	22	30.0	40.0
Agree	41	55.0	95.0
Strongly Agree	4	5.0	100.0
Total	74	100.0	

(Source: Based on reference to Q.12, at Appendix)

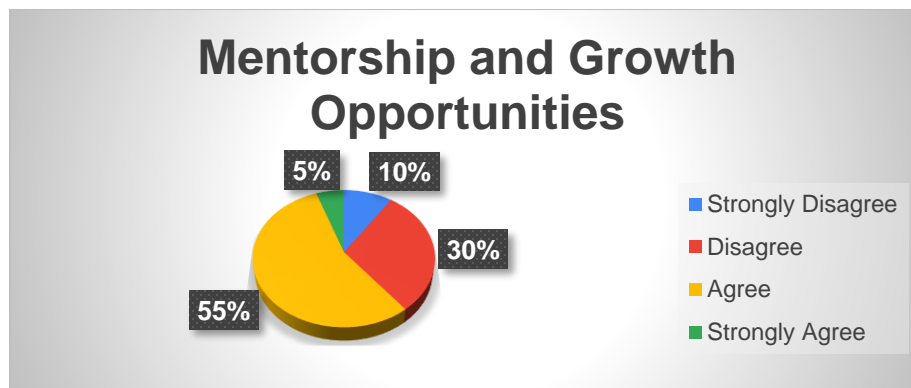


Figure 19: Mentorship and Growth Opportunities



### 5.3.5 Job Satisfaction

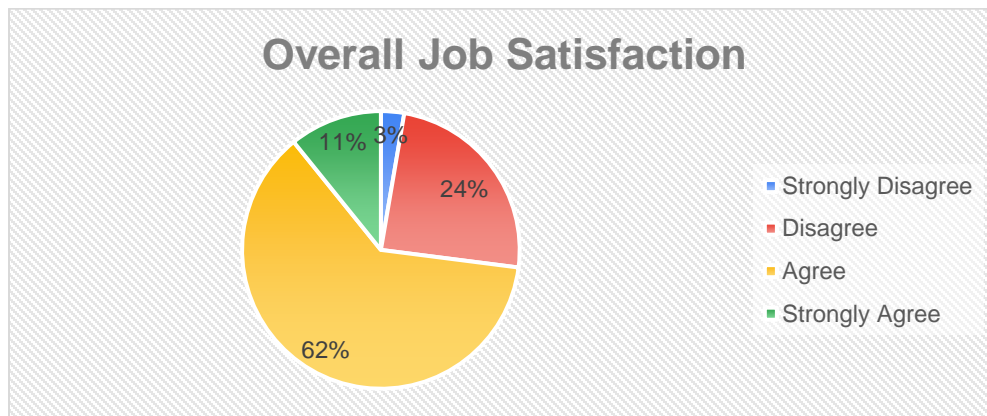
#### Overall Job Satisfaction

Figure 20 and Table-14 describes that an overall 62% of the respondents agreed that they are contented with their jobs, and 24% disagreed with the statement. 11% strongly agreed that they are satisfied while 3% strongly disagreed with the statement. The mean of the responses is 2.81.

**Table 14: Overall Job Satisfaction of the Respondents at their Workplace**

Particulars	Frequency	Percent	Cumulative Percent
Strongly Disagree	2	3.0	3.0
Disagree	18	24.0	27.0
Agree	46	62.0	89.0
Strongly Agree	8	11.0	100.0
Total	74	100.0	

(Source: Based on reference to Q.13, at Appendix)



*Figure 20: Overall Job Satisfaction*

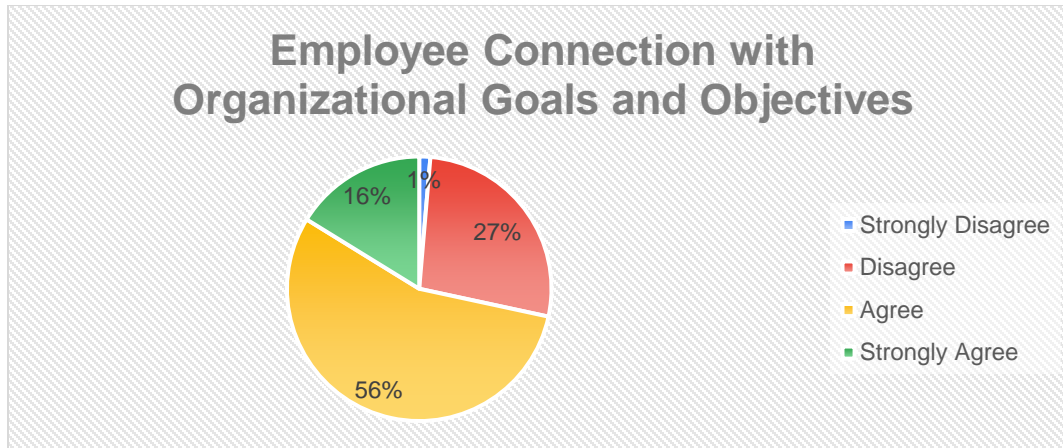
#### Connection with Organizational Goals and Objectives

Figure 21 and Table-15 depicts the connection of the employees with the goals and objectives of the organization. Connection with the organizational goals and objectives makes employees more attached to the organization, and as per that, 56% of the respondents agreed that they are connected with the organizational goals and objectives while 27% of respondents disagreed with the statement. 16% of the respondents strongly agreed with the statement, and only 1% strongly disagreed with the statement. The mean of the responses is 2.86.

**Table 15: Rating of Understanding the Organizational Goals and Objectives by Journalists**

Particulars	Frequency	Percent	Cumulative Percent
Strongly Disagree	1	1.0	1.0
Disagree	20	27.0	28.0
Agree	41	56.0	84.0
Strongly Agree	12	16.0	100.0
Total	74	100.0	

(Source: Based on reference to Q.14, at Appendix)



*Figure 21: Employee Connection with Organizational Goals and Objectives*

### **Employee Participation in Decision Making**

Figure 22 and Table-16 describes employee participation in the decision-making of the organization. Employee participation in the decision-making process makes them feel part of the organization and increases the employee retention rate. However, as per the data, only 35% of the respondents agreed that they understand and feel connected to the organizational goals and objectives while 27% disagreed with that. 16% of the respondents strongly agreed with the statement, and 1% strongly disagreed. The mean of the responses is 2.43.

**Table 16: Opinions Regarding Participation of Respondents in the Organizational Decision Making**

Particulars	Frequency	Percent	Cumulative Percent
Strongly Disagree	10	13.0	13.0
Disagree	30	41.0	54.0
Agree	26	35.0	89.0
Strongly Agree	8	11.0	100.0
Total	74	100.0	

(Source: Based on reference to Q.15, at Appendix)

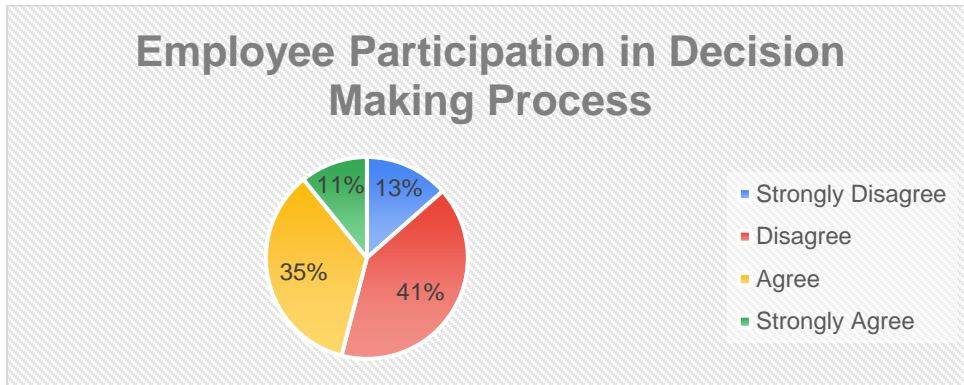


Figure 22: Employee Connection with Organizational Goals and Objectives

### Motivation to Stay in the Organization

Table-17 and Figure 23 illustrates the motivation of the employees to stay in the organization for the next 2 to 5 years. It is observed that 54% of the respondents agreed that they are motivated to stay in the organization and have no plan to move to another organization in the next 2-5 years while 28% disagreed with the statement. 10% of respondents strongly disagreed with the statement, while 8% strongly agreed to stay.

Table 17: Working Reporters' Responds about Motivation by Organization to Stay in Service

Particulars	Frequency	Percent	Cumulative Percent
Strongly Disagree	7	10.0	10.0
Disagree	21	28.0	38.0
Agree	40	54.0	92.0
Strongly Agree	6	8.0	100.0
Total	74	100.0	

(Source: Based on reference to Q.16, at Appendix)

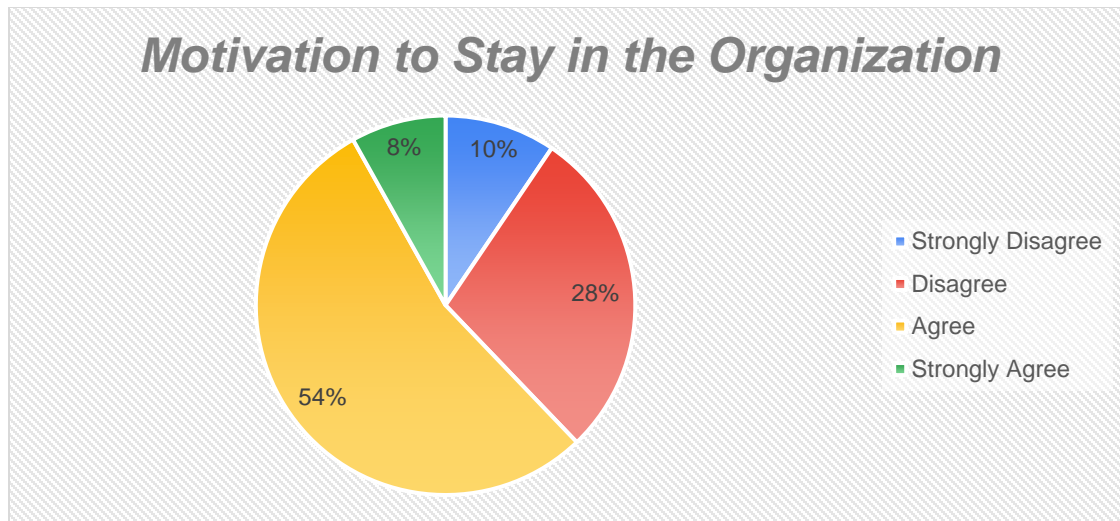


Figure 23: Motivation to Stay in the Organization

### 5.3.6 Correlation Analysis

The correlation coefficient of the two variables expresses the strength of the relationship between those variables. In this study, each different three practices of the human resources organizational culture, compensation and benefits and training, and development support has been considered as the independent variable, and job satisfaction has been considered as the dependent variable. The result can be anything from -1 to 1. If the correlation coefficient is -1 then the two variables have a perfect negative relation and do not impact each positively rather moves in the opposite direction. For instance, if one gets better than the other gets worsen. If the result is 0, then there is no correlation between both the variables. If the result is 1 that means both the variables have a perfectly positive correlation and depend on each other and moves in the same direction. For instance, if one gets better than the other gets better too.

Here,  $r_{xy}$  is the correlation coefficient of the two variables,  $x_i$  is the values of the first variable and  $\bar{x}$  is the mean of the values of the x variable,  $Y_i$  is the second variable and  $\bar{y}$  is the mean of the y variable. However, to find out the correlation in an easier way the Excel software from Microsoft has been used.

Indicators of Organizational Culture	Job Satisfaction
3.11	2.81
2.97	2.86
3.00	2.43
3.03	2.61

The correlation coefficient for job environment and job satisfaction is 0.20. which indicates that these two have a positive correlation, but the correlation is not very much stronger. Though the fairness, culture of respect and safe environment perception of the employees were very good in this segment except equity due to the overall low satisfaction the HR practices in this segment, even being better could not create a higher level of positive relation.

Then for compensation and benefits the correlation with job satisfaction is,

Compensation and Benefits Sub Indicators Value	Job Satisfaction Sub Indicators Value
2.73	2.81
2.37	2.86
2.42	2.43
2.70	2.61

The correlation coefficient is 0.12 which again lower than the Organizational Culture factor and the segment of the HR practices has lower positive relation that the job environment. The portions of this segment where employees are happy rather than other part is fair compensation and work-life balance. However, employees are very unhappy with the paternity leave and insurance that lead to a low positive relationship with the job satisfaction.

Training and Learning Sub Indicators Value	Job Satisfaction Sub Indicators Value
2.45	2.81
2.76	2.86
2.91	2.43
2.57	2.61
	-0.543351231

The correlation coefficient for training and development is -0.54, which is rather a negative relationship with job satisfaction based on organizational HR practices. It means that introducing training and development will impact the employees work intentions negatively which is completely against the HR theories and relevant to other studies from the contemporary contexts. It could be the lack of existence of training and development that employees want or a proper needs assessment before incorporating training and learning events.

To the utter surprises of the related literature review from the journalism industries of other countries and also from relevant local and international industry, the main three component of the HR practices denoted in this study which are compensation and benefits, training and development and environment and growth not impact the employees' satisfaction at a greater level. The finding is supporting the first two hypothesis but nullified the last one related to training and development. Even the first two hypothesis did not result with a very positive correlation, but very low positive correlation. However, these results clearly indicate that there are some other factors that is highly affecting the job satisfaction of the employee in these private TV channels industry for which these common factors of HR practices are being superseded by those factors.

### 5.3.7 Chi-square Analysis

To check the association in the variables usually this test is used. Typically, the test checks the statistically significance association or relationship between ordinal and nominal variables. In this study, Gender is nominal which used with 16 other ordinal variables those derived from the questionnaire. The test results are given in below;

**Table 18: Case Processing Summary**

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Gender of Respondents * Respectful and Friendly Culture	74	100.0%	0	0.0%	74	100.0%
Gender of Respondents * Diversity and Inclusiveness	74	100.0%	0	0.0%	74	100.0%
Gender of Respondents * Safe Environment for Women	74	100.0%	0	0.0%	74	100.0%

Gender of Respondents *74	100.0%	0	0.0%	74	100.0%
Teamwork					
Gender of Respondents *74	100.0%	0	0.0%	74	100.0%
Fair Compensation					
Gender of Respondents *74	100.0%	0	0.0%	74	100.0%
Health and Wellness Benefits					
Gender of Respondents *74	100.0%	0	0.0%	74	100.0%
Paternity and Maternity Benefits					
Gender of Respondents *74	100.0%	0	0.0%	74	100.0%
Work-life Balance					
Gender of Respondents *74	100.0%	0	0.0%	74	100.0%
Onboarding and Training					
Gender of Respondents *74	100.0%	0	0.0%	74	100.0%
Training and Learning Support					
Gender of Respondents *74	100.0%	0	0.0%	74	100.0%
Covid-19 Safety Training					
Gender of Respondents *74	100.0%	0	0.0%	74	100.0%
Mentorship and Growth					
Gender of Respondents *74	100.0%	0	0.0%	74	100.0%
Overall Job Satisfaction					
Gender of Respondents *74	100.0%	0	0.0%	74	100.0%
Connection with Organizational Goals and Objectives					
Gender of Respondents *74	100.0%	0	0.0%	74	100.0%
Employee Participation in Decision Making					
Gender of Respondents *74	100.0%	0	0.0%	74	100.0%
Motivation to Stay in the Organization					

According to the Case Processing Summary, we can see above that it had 74 valid cases, and no missing cases.

**Table 19: The Chi-Square Test Outcomes of The Association Between Demographic Issue Gender and various Working Environment Related Options**

<b>Association between Gender case and Respectful and Friendly Culture</b>	value	df	Asymp. Sig.(2-sided)
Pearson Chi-Square	34.078 <sup>a</sup>	3	.010
Likelihood Ratio	46.732	3	.021
Linear-by-Linear association	30.427	1	.080

N of Valid Cases	74		
<b>Association between Gender case and Diversity and Inclusiveness</b>			
Pearson Chi-Square	35.117 <sup>a</sup>	3	.044
Likelihood Ratio	48.535	3	.073
Linear-by-Linear association	32.695	1	.026
N of Valid Cases	74		
<b>Association between Gender case and Safe Environment for Women</b>			
Pearson Chi-Square	33.100 <sup>a</sup>	3	.031
Likelihood Ratio	45.751	3	.061
Linear-by-Linear association	31.770	1	.011
N of Valid Cases	74		
<b>Association between Gender case and Team-Work</b>			
Pearson Chi-Square	29.871 <sup>a</sup>	3	.010
Likelihood Ratio	41.373	3	.093
Linear-by-Linear Association	27.994	1	.057
N of Valid Cases	74		
<b>Association between Gender case and Fair Compensation</b>			
Pearson Chi-Square	66.511 <sup>a</sup>	3	.092
Likelihood Ratio	87.674	3	.185
Linear-by-Linear Association	52.214	1	.308
N of Valid Cases	74		
<b>Association between Gender case and Health and Wellness Benefit</b>			
Pearson Chi-Square	60.093 <sup>a</sup>	3	.084
Likelihood Ratio	78.809	3	.092
Linear-by-Linear Association	49.689	1	.071
N of Valid Cases	74		
<b>Association between Gender case and Paternity and Maternity Benefit</b>			
Pearson Chi-Square	60.093 <sup>a</sup>	3	.031
Likelihood Ratio	78.809	3	.028
Linear-by-Linear Association	48.155	1	.059
N of Valid Cases	74		
<b>Association between Gender case and Work-life Balance</b>			
Pearson Chi-Square	40.903 <sup>a</sup>	3	.021
Likelihood Ratio	52.884	3	.058
Linear-by-Linear Association	34.550	1	.070
N of Valid Cases	74		
<b>Association between Gender case and Onboarding and Training</b>			
Pearson Chi-Square	63.093 <sup>a</sup>	3	.079
Likelihood Ratio	82.457	3	.018
Linear-by-Linear Association	50.495	1	.064
N of Valid Cases	74		
<b>Association between Gender case and Training &amp; Learning Support</b>			
Pearson Chi-Square	63.210 <sup>a</sup>	3	.050
Likelihood Ratio	83.079	3	.082
Linear-by-Linear Association	49.202	1	.030
N of Valid Cases	74		
<b>Association between Gender case and Covid-19 Safety Training</b>			
Pearson Chi-Square	27.949 <sup>a</sup>	3	.010
Likelihood Ratio	37.926	3	.031



Linear-by-Linear Association	26.170	1	.022
N of Valid Cases	74		
<b>Association between Gender case and Mentorship &amp; Growth</b>			
Pearson Chi-Square	53.452 <sup>a</sup>	3	.021
Likelihood Ratio	68.232	3	.069
Linear-by-Linear Association	42.898	1	.031
N of Valid Cases	74		
<b>Association between Gender case and Overall job Satisfaction</b>			
Pearson Chi-Square	33.447 <sup>a</sup>	3	.010
Likelihood Ratio	44.283	3	.032
Linear-by-Linear Association	29.853	1	.040
N of Valid Cases	74		
<b>Association between Gender case and Connection with Organizational Goals and Objectives</b>			
Pearson Chi-Square	37.014 <sup>a</sup>	3	.030
Likelihood Ratio	49.725	3	.011
Linear-by-Linear Association	34.067	1	.008
N of Valid Cases	74		
<b>Association between Gender case and Employee Participation in Decision Making</b>			
Pearson Chi-Square	57.284 <sup>a</sup>	3	.021
Likelihood Ratio	75.336	3	.018
Linear-by-Linear Association	46.162	1	.050
N of Valid Cases	74		
<b>Association between Gender case and Motivation to Stay in the Organization</b>			
Pearson Chi-Square	50.832 <sup>a</sup>	3	.083
Likelihood Ratio	65.271	3	.203
Linear-by-Linear Association	41.085	1	.088
N of Valid Cases	74		

Above the table where Chi-square test has been followed with 4 rows and 2 columns,  $df = (2-1) \times (4-1) = 1 \times 3 = 3$ . It is essential that Chi-square table of significance is vital for the test results. To test the variables whether statistically significant or not, the study used  $\chi^2$  table in above.

From the table mainly the study considered two values; one is Pearson Chi-Square value and another one is P-value (Asymp. Sig). Besides, the exact significance level when the Chi-square is calculated through a statistical program fixed  $\alpha$  (Alpha)=0.05 (5%). If the calculated (from table) P-value less than or equal than this level of significance value then the test statistically significant, otherwise not. Even though, the  $\chi^2$  value is greater than the critical value (statistical tabular value) then it implies that a significance or difference situation exists between the variables.

However, now we look the P-value of the 16 variables those were Chi-square tested above to check their relationship with Gender case, a key demographic case of the study.

Some variables' P-values found .010, .044, .031, .010, .031, .021, .050, .010, .021, .010, .030, and .021 respectively those are equal or less than the alpha value .05. which implies that these variables are statistically significant. Therefore, it appears that there is no association the variables of Respectful and Friendly Culture, Diversity and Inclusiveness, Safe Environment for Women, Team-Work, Paternity and Maternity Benefit, Work-life Balance, Training & Learning Support, Covid-19 Safety Training, Mentorship & Growth, Overall job Satisfaction, Connection with Organizational Goals & Objectives, and Employee Participation in Decision Making with the Gender case. All are independently related each to another in the study.

On the other hand, remaining four variables including Fair Compensation, Health and Wellness Benefit, Onboarding & Training, and Motivation to Stay in the Organization found as statistically insignificant. Because, their P-values were respectively .092, .084, .079 and .083 those larger than standard Alpha value .05. That means the relationship between these variables and Gender case is independent of each other.

#### 5.4 Analysis of the Findings

The study discussion discovered some interesting findings. Before diving into HRM practice-related questions, demographic information has been discussed in this part, followed by other findings. Close gender parity has been observed in the respondent's distribution level with a 6% gap between both gender participation in the study. 53% of the respondents were male, and 47% were female. Age range reflects that most of the participants who are 45% of the total respondents fall in the age range of 21-30 years old, which means a larger portion of the respondents is very young. 36% of the respondents are from 31-40 years old, while the rest 19% are 41 years and older. However, since the respondents' proportion in 31-40 years old range is getting decreased with significant 9%, it is a matter of investigation that what is the employee retention rate in the industry and what percentages of those employees goes to mid-level management and higher-level management. The maximum experience range is 59% falls in the 1-10 years old experience range, and then it suddenly drops to 30% for 11-20% and more reduction for 20 and more years old experience range. By comparing the age range and experience range, it can be stated that at a certain age level or time, many private TV channels employee switch their job to other industries. 42% of the respondents are field-based staff, and the rest 58% are desk-based. Since gender parity can also be seen from this data, it should be known whether gender parity is achieved in field-

based jobs and desk-based jobs. So, out of 43 desk-based job holder respondents, 26 or 60.47% of staffs are female, and 17 staffs or 39.53% staffs are male. This means a higher level of women's participation is in desk-based jobs. This might happen due to administrative jobs, desk reporting jobs, news presentation, and so on. On the other hand, out of 31 field-based job holder respondents, 22 respondents, or almost 71% are male staff, and the rest, 29% of respondents are female. Though the gender gap is not significant at the total level, it is significant like at the job satisfaction. Most of the desk-based jobs are held by women while most of the field-based jobs are held by a male. This is hindering female staffs from getting field experience and also male staffs to get desk-based job experience. This is an aspect that needed to be explored by a further study of why women participation in field-based jobs is less and male participation in desk-based jobs is less. Also, the gender distribution of the field-based staff who are out of Dhaka is a concern for further exploration. A significant number of the respondents works in an organization with 50-100 employee size organization. However, based on the total employee number, it can be assumed that the respondents also counted the number of staff or field reporters that are outside of Dhaka.

The main three objectives were to find out the impact of the remuneration and benefits policy, work environment policy, and training and development policy on the job satisfaction of the employees to find out the overall impact of the HRM practices on the job satisfaction of the employees. Considering the job environment, a whopping 86% of respondents were on the side of agreeing or strongly agreeing with the statement, which is very strong with a mean value of 3.11. However, the rest of the employees disagreeing with the statement. It is important to know which factor is impacting this level of disagreement while there is a big chunk of positive perspectives towards respectful and friendly workspace. Total 77% of the respondents either agreed or strongly agreed that their organization maintains an inclusive environment. With a mean of 2.97, it is still a good score.

Moving forward from this, with a mean value of 3, almost 79% of the respondents expressed that their organization is at somewhat level safe for women. However, 21% of respondents disagreed, which cannot be ignored since the safety of a person is important for work. However, it is important to know what portion of these respondents are feeling unsafe works in the field to know whether they feel unsafe in the office or the office space. In addition to these, 82% of the respondents replied that they are happy with working with the team and supervisor they work in and however,

a quite good number of respondents, 18% disagreed with working with their supervisors and team. The mean of all these statements respondents attribute to the job environment is 3.03.

Compensation and benefits impact employees to a greater extent. 44% of the respondents agree that their organizations fairly compensate and adding 6% who strongly agree with the statement, it can be said that only half of the respondents' organization pays good compensation. Since the employment organization information has not been collected, it became difficult to analysis what is the perception of male and female or desk-based employees or field-based employees from the same organization about the compensation. With a mean of 2.73, it can be said that the performance of the HRM practices about compensation is not that satisfactory. Coming on to health and wellness benefits the score is very poor with a mean of 2.37: lower in the whole survey. Almost half of the respondents agree get good health and wellness benefits. While more than half did not agree with the statement means they do not get better health and wellness benefits. Field staffs of private TV channels often work in challenging environment and risky situation that needs better health benefits. Also, the recent pandemic as well as a disturbance in the state, especially for crime reporters, it is important to provide mental health benefits too. More than half of the respondents replied that they do not get better maternity and paternity leaves. However, since both of these have been combined, it raised a curiousness further to study the difference between paternity leaves and maternity leaves. 68% of respondents agreed that they could manage their life well with the usual workload they get, and only 5% of the respondents strongly disagreed with that. It can happen due to the time of the reporting. Since TV channels have specific peak times for news and reporters, so they can balance well after collecting the news and reports at the whole day. However, the evolution of technology nowadays made reporting easier, and field-based staff even can report without even going to the office. The mean of all the values of these four compensation-related statements is only 2.56.

Training and development and mentorship help an employee improve their work and gather more skills. However, only half of the respondents agreed that they got good training during onboarding, but the rest half disagreed that means they not got a better introduction to their work. Also, less than half of the respondents stated that they got training and learning supports to form the organization which is not satisfactory because that does not add up to the skills and capability of the employee after a certain time. However, due to the inclusion of other employees apart from

reporters, it can vary. Field-based staff disagreed most with the statement means that they do not get better training supports too. It is important to learn more about why they do not get supports in terms of training and learning. However, the responses about the covid-19 training were rather better than other training and learning supports. 79% of the respondents agreed that they got good training for safety and precaution for a covid-19 pandemic. This means that even though the organizations were not that much supportive in professional training and learning, they were better concentrative on the covid-19 related training. A good proportion of the respondents agreed that their supervisors support them in growing and mentor them well. However, it is surprising that if the organizations are not supportive enough in the training and learning process, what is the reason behind good mentorship by supervisors? If the supervisors support the subordinates well, how is the shortage of the learning scope? The mean of the values of training and learning is 2.67.

Finally, the job satisfaction that depends on HR practices is the independent variable which is quite interesting. 72% of the respondents agreed that they feel connected with organizational goals and objectives. Most of the organizations' goals are to provide better and real-time news to their viewers to which maybe employees are connected from the professional perspective. On the other hand, more than half of the respondents responded that they are not valued in the organization and decision-making process. However, the questions come again that whether it is for field-based or desk-based employees. Moreover, surprisingly, respondents feel connected to the organizational goals and objectives at a higher level while they are not being valued and involved in the decision-making process. Moving forward to the motivation of the employees to stay in the organization for the next two to five years result is more surprising. 62% of the respondents not disagreed that they have any plan to stay in the same organization for the next two to five years and will switch. It is very confusing that the employees who are not valued and not motivated to stay in the organization for the extended term are connected with the organization. Finally, the overall job satisfaction of the employee has only 2.81 mean value, where 27% are not satisfied with the organization and 73% of the respondents, are satisfied with their jobs. This creates more curiosity to understand that if the employees are not satisfied that much and do not have loyalty to stay what is making them satisfied with their job? Is it an industry trend or professional trend that with this level of benefits the private TV channels employees are satisfied and they accept what they are getting? It is a matter of further study that what is the motivation of these people to work for the industry, what is attracting the freshers in the industry? Whether it is the intrinsic motivation of

passion for working for TV channels or because of the academic background or other things. Such many questions have come up while analyzing the findings of this study.

The coefficient correlation of job environment and satisfaction is 0.20 which is closer to 0 but has a positive relationship between two variables. It means that if the job environment gets better than job satisfaction will be better, which approves the first hypothesis of the study and objectives that the job environment has an influence on job satisfaction. Though this is a low value, the same happened for the variable of compensation and benefits that means if the compensation gets increased, the satisfaction will get increased too. However, with a strong performance of organizations due to covid-19 safety training, the correlation between training and learning with satisfaction became negative, which means that these two do not have better relations. However, this denies many assumptions of HRM practices; hence further study with different analysis is important.

### 5.5 Conclusion

Descriptive analysis easily expresses the quantitative variables for the audience to understand and direct towards the curiosity of further study or the need for further study in a specific area. Accordingly, it happens in this same study that brought a lot of new requirements of study with different variables and through more details such as a qualitative method to get insights behind this information that we have obtained. Moreover, the Chi-square test results explored that most the variables that used in descriptive analysis are independent relation with the Gender variable in the study.

## Chapter 6: Conclusion and Recommendations

### 6.1 Introduction

The study followed a systematic approach to find out the human resources practices in private TV channel in Bangladesh and their impact on job satisfaction. Though the employees of the private TV channels of Bangladesh are not happy with training and learning opportunities or compensation, they are moderately satisfied with the overall condition. This is a surprising information, because it seems like the issues that founded in the study, and usual practices in the industry. The researchers combining her experience and the data found through the study is assuming that the employees of this specific industry have internalized the practices and are used to them. This also raises the need for further study if these practices are okay within the whole print, broadcasting, electronic and online media. If these are the practices, it is high time that the management and human resources department should consider revisiting their human resources policy and align them with the general practices globally. Journalists are very important for the freedom of speech in a country, and media is considered as the fourth pillar of democracy, and good opportunities and benefits should be provided to the people that are upholding this pillar.

### 6.2 Summary of Findings

The research found some intriguing discoveries related to HR practices in Bangladesh and found that the core things such as compensation and benefits, training and development, employee engagement does not increase or impact satisfaction of the employees of a greater extent which is very surprising and indicates strongly that there are other factors of HR practices that impact this industry and it is different than other industries. The summary of the findings is given below,

- Relative gender equality has been observed in the responded circulation level. Gender equality has been maintained among gender-supported universal populations in the workplace-based position, and a more significant level of male interest is in the field-based position. This is preventing female workers from gaining insight into the field and male workers from gaining insight into the land work area-based position.
- The age range mirrors that the vast majority of the members of the respondents are youthful. In any case, the decreased number of experienced representatives trigger the inquiry that where ready-made young workers are going. Possibly there is a higher inclination of occupation changing from this industry, or the continuity of work is not acceptable. Most of the channels are staffed.

- In terms of job environment, an astounding part of the respondents concurs that the work environment is agreeable. Notwithstanding, the remainder of the respondents expressed that the environment is not acceptable by contradicting the assertion. A large portion of respondents agree that their organization maintains an inclusive culture. After all, there are differences among other more modest sections that highlight what key inclusions are being considered in the organization because individuals of the LGBTQ people group, ethnic localities, small hardy localities are not yet fully present in the area. Pushing ahead from this, a practically fourth fifth of the respondents stated that their organization was safe enough for women. A bit more modest bit different, and it is stated to understand which part of these respondents are feeling hazardous works in the field to know whether they feel dangerous in the workplace or the workplace space. More than fourth fifths of the respondents expressed that they are contented with working with the group and boss they work in. The general impression of the work environment is satisfying.
- Pay and benefits influence employees greatly. Just half of the respondents' organization pays good pay. Since the work association data has not been gathered, it got hard to investigate the view of male and female or work area-based representatives or field-based workers from a similar organization about the pay. In any case, it can be said very well that the presentation of HRM practice about remuneration is not unreasonably good. After asked about wellness and health benefits, practically some of the respondents agreed that they get great wellness and health benefits. While the greater part disagreed with the assertion implies, they do not improve wellbeing and health benefits. Field staffs of private television stations frequently work in testing climate and hazardous circumstance that require better medical advantages. It is critical to give them emotional wellness benefits, as well. Leaves for guardians are additionally bad. The part of the respondents answered that they do not improve parental leaves. Nonetheless, since both of these have been consolidated, it raised a curiousness to additional investigation the distinction between gender-based parental leaves. The greater part of the respondents can adjust their work-life. It can occur because of the hour of the revealing of news. Since television stations have exact pinnacle times for news and columnists gather the news for the entire day and afterwards reports they can adjust well. Notwithstanding, the development of innovation these days made detailing simpler and field-based staff even can report without going to the workplace.



- Training and mentorship assist a representative with improvement in their work and assemble more abilities. Nonetheless, just half of the respondents concurred that they got great preparation during onboarding. However, the rest half differed with above the statement that implies they didn't improve the presentation of their work. Likewise, not exactly half of the respondents expressed that they get preparing and learning supports to shape the association which is not good since that does not amount to the abilities and capacity of the representative after a specific time. In any case, because of the incorporation of different workers separated from journalists, it can shift. Field-based staff differs most with the assertion implies that they do not improve preparing underpins as well. It is essential to study why they do not get underpins as far as preparing and learning. Nonetheless, the reactions about the Coronavirus preparing were preferably better over other preparing and learning underpins. A higher level of the respondents concurred that they got preparing for wellbeing and safeguarded for the Coronavirus pandemic. This implies that although the associations were not that much strong in expert preparing and learning, they were better concentrative on the Coronavirus-related preparing. A decent extent of the respondents concurred that their managers uphold them in developing and tutor them well.

However, the study, despite some striking limitations, has been focused on conducting meaningful research. The job satisfaction that relies upon the human asset rehearses is the free factor which is very intriguing. About three-quarters of respondents think they are associated with the highest part of the association. Most of these associations will probably provide better and uninterrupted news to their viewers with whom the representatives are probably associated from an expert point of view. Then again, the large portion of the respondents responded that they did not have connection with association and dynamic interaction. Nonetheless, investigations come back that it is for field-based or work-based. Also, shockingly, respondents feel associated with sequential objectives and goals are at a more significant level, when they are not being respected and are not being engaged in dynamic interaction. The result is also astonishing as it moves towards inspiring delegates to stay on the association for the next two to five years. The larger part of the respondents differs in that they do not have the arrangement to remain in similar association for the

following two to five years and will switch. It has additionally been seen that the vast majority of the workers are not faithful to their association. In hypothesis testing, through correlation coefficient, only job environment, as well as compensation and benefits, have shown a positive relationship with job satisfaction.

Moreover, the analysis of Chi-square test results, the descriptive analysis together with the relevant tables and charts of all variable considered for the study have been presented. It was identified that some issues like Fair Compensation, Health and Wellness Benefit, Onboarding & Training, and Motivation to Stay in the Organization are greatly influenced by the gender case. Such as in the study, targeted respondents admitted that fair compensation and benefit for health & wellness is practicing sometimes at their own media houses based on gender cases. Besides, gender case that has a great effect about onboarding & training, and enthusiasm to stay in the organization. Although, above test (Chi-square) results said except these four variables, the remaining cases were found independent association with gender case, as their P-value was equal or less than  $\alpha=.05$ . This scenario brought out a positive phenomenon and significance in this study.

### 6.3 Limitations of the Study

The study has been conducted in a complicated situation. The research had limitations related to the research site as well as the population. According to reporter Sans Frontieres, Bangladesh is ranked 151<sup>st</sup> out of 180 countries in the World Press Freedom Index 2020. It describes a journalist's freedom to report what collects as news. The industry is greatly influenced by it, as it seems. Experience of the researcher, has demonstrated that given the chance, journalist's freedom can recover from even protracted periods of tyranny. The fundamental demand for democratic freedoms, including having access to truthful and fact-based journalism, will always exist. Usually, free journalism spreads information and knowledge throughout the citizens of the country. This also helps people communicate with their governments. Even it gives people a way to draw attention to when their rights are being violated. On the contrary, the lack of freedom of journalist's affects the TV channel industry. The limitations that hindered a lot of efforts of this study to research properly are given below:

- There were no good sources of the total employees or the working employees of private TV channels. Hence, population size had to be predicted through a mathematical calculation that resulted in not using random sampling.
- Reflecting the press freedom index employees, especially journalists, reporters, and news collection personnel of the channels, mostly field-level reporters, had a sort of avoidance to provide information. Researcher contacted many journalists personally to take a part in the study but they expressed inability and mentioned job security-related reasons for not participating in the study.
- This study did not consider the narratives of the participants for their responses which seems necessary to understand the trends after the analysis of the quantitative information. As a result, qualitative perspectives have not been recorded and matched with the quantitative results. Besides that, the researcher could not reach the wider level of respondents due to the lack of funds.

#### 6.4 Recommendations

Findings' part tells a lot of the recommendations for the HR managers and administration of the private TV channels of Bangladesh; these are given below through bullet points.

- To increase diversity and inclusiveness in the organization more. In particular to include people from the LGBTQ community as well as to increase women's participation in field-based workforce.
- Compensation for desk-based and field-based workers should be fair, as well as better compensation for freshers. Field-based staff should get risk allowances and health and wellness benefits. Mental health support for crime reporters is a must.
- Paternity benefits should be introduced and included, while maternity benefits should be provided in a good manner. Field-based female staff should get better health benefits before and after their maternity leaves for the short-term period.
- Training and learning opportunities should be given to the employee but before that consultation and analyzing need is a must.
- Better mentorship for growth and increasing organizational loyalty is important to focus on.

The study just explored the HR Practice of Private Television Channels— The Case of Bangladesh rather than comparing the satisfaction among a group such as male-female or based one age range or between field-based staffs and desk-based staffs and so on. So, further study is needed to understand the group comparison and also a more in-depth qualitative study to understand several perplexing results of the study.

#### 6.5 Conclusion

In summary, the study has provided information and data about the HRM practices of the private TV channels of Bangladesh through statistical and mathematical means as well as with the help of visual aid. It found that the payroll and non-monetary benefits and job conditions largely affect the job satisfaction of the employees in the TV channel industry of Bangladesh. This study will be able to help interested researchers, authors, academia, professional and many more to further understands the trend in the sector or to explore the trend. The overall responses of the industry express an imbalance of the satisfaction against compensation, benefits, and training, but still, it is unexplored why employees work with their passion in the sector. It is also needed to explore further the needs, gaps, and comparison of perspectives between the desk-based job holder and field-based job holders or based on their age range. The variables that already been studied regarding job satisfaction do not provide complete information about HR issues in the TV channel industry through study, further study is required.

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## Appendix

**HR Practices Questionnaire of Private Television Channels-the Case of Bangladesh- 2020**

Human resources management practices are very important for increasing the productivity and efficiency of the employee in an organization. Better HRM practices also ensure the rights of the employee and bring mutual benefits for both the organization and employees. Hence, to know the HRM practices of private TV channels of Bangladesh, this survey is undertaken by an independent academic researcher. It is solely targeted to private TV channel employees in Bangladesh. This survey is purely for academic purposes to fulfil the requirement of M.Phil. degree in Human Resource Management at the University of Dhaka. The data of the respondent will be protected at any cost, and no data will be used for any other reason except for academic purposes. **The identity of the respondent will be secret and wholly protected.**

The questionnaires include several job-related questions followed by some demographic questions. In the demographic information part, the respondent will put a tick only on the box that applies to him or her for each criterion. For the other parts, there are four options given – strongly disagree, disagree, agree, and strongly agree. The respondent will only select one option for every statement that applies to that statement. By participating in this survey, you are automatically providing permission to use the information for academic purposes.

**Part 1: Demographic Information**

<b>Gender</b>	<input type="checkbox"/> Female	<input type="checkbox"/> Male	<input type="checkbox"/> LGBTQ	<input type="checkbox"/> Prefer not to say
<b>Age Range</b>	<input type="checkbox"/> 21-30 years	<input type="checkbox"/> 31 -40 years	<input type="checkbox"/> 41 and above	
<b>Years of Services</b>	<input type="checkbox"/> 01-10 years	<input type="checkbox"/> 11- 20 years	<input type="checkbox"/> 20 and above	
<b>Nature of Work</b>	<input type="checkbox"/> Field Based		<input type="checkbox"/> Desk Based	
<b>Organization Size</b>	<input type="checkbox"/> 50-100 employees	<input type="checkbox"/> 101-150 employees	<input type="checkbox"/> 151+ employees	

**Part 2: Working Environment Related Questions**

<b>Items</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Agree</b>	<b>Strongly Agree</b>
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Q 1. My organization maintains a respectful and friendly culture.				
Q 2. My organization is dedicated to diversity and inclusiveness.				
Q 3. My organization nurtures a safe environment for women.				
Q 4. I enjoy working with my supervisor and my team.				
Q 5. My organization compensates everyone fairly for their work.				
Q 6. My organization provides me with appropriate health and wellness benefits.				
Q 7. My organization provides better paternity and maternity benefits to its employee.				
Q 8. I can balance my work and personal life with the pressure of my usual duties.				
Q 9. I have been provided with good training during the onboarding process in this organization to understand my duties and responsibilities properly.				
Q 10. My organization encourages the training and learning of employees and supports it regularly.				
Q 11. My organization provided the necessary training to its employee to work as a frontline worker during the Covid-19 pandemic.				
Q 12. Supervisors in my organization provide good mentorship to subordinates so that they can grow and avail better opportunities.				

Q 13. I am satisfied with my job and organization overall.				
Q 14. I understand the objectives and goals of my organization and feel connected to them.				
Q 15. I feel valued in my organization for my contributions, and my voice is always heard in the decision-making process.				
Q 16. I am motivated to stay in my organization and have no plan to switch in the next 2-5 years.				