FINDINGS
Chapter VI

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A) Findings about the history of newspaper industry in Pune City:

a) Newspaper industry grew less in terms of quantity as compared to Pre Independence period growth. However, the progress in the areas of circulation, application of modern technology, coverage-contents shows moderate changes.

b) As of now human resource involved in this business belongs to all castes. This business was carried out by specific families belonging to specific castes. Now such monopoly does not exist in the industry, families belonging to Brahmin, Gujarathi, Jain, Maratha, Agarwal and Christains are operating/managing this business.

c) Qualitative improvements have taken place in terms of unity among staff members of the industry resulting in the formation of Shramik Maha Sangh. This formation of Sangh organised all employees of industry to some extent under one banner. However, there is still scope for organising all employees under one common leadership.

d) The speed/rate of growth in number has reduced significantly after independance. Economical viability has become more important than devotion and commitment towards principles of
"Patrakarita". Patrakarita of pre-independence period and Patrakarita of 1980/90 is different. It has reached a commercial-professional stage from a devotional stage.

e) The history of the newspapers in Pune shows clearly that only those units survive which have financial and political backing from management. Political and financial support from owner/management is a very vital factor in newspaper industry. Due to lack of such assistance "Tarun Bharat" was closed down. Political support brings additional advertisement revenue of government bodies, which in turn strength the financial position of newspaper unit.

f) "Environment" Consciousness is found to be existing in the office and administrative sections but it is not equally weighted in the shop floor and store sections.

B) Findings about the problems of newspaper industry :-

After various visits, data collection and discussions with various eminants, the researcher found certain common problems regarding the newspaper industry in Pune city. These are listed below :-

a) The basic problem of newspaper industry is how to cope the cost with increasing rates of paper and raw material components. The rates of paper, which is a basic component of
newspaper, have increased many times during the last ten years. Simultaneously prices of other components have also increased steadily. All this results into increasing space selling tendency for outside advertisements.

b) The second problem is to how to accommodate and adjust new electronic and computer technology with less interference in existing labour force, which in turn is not actively interested in learning new technology due to old age and limited education. It is very essential to introduce modern machinery and equipments for improving quality and efficiency of a newspaper unit.

c) A revolution in communication media in the form of T.V., Cables, Video etc. has temporary impact on readership. The problem for the industry is how to satisfy the ever increasing demand of customers about the freshness of news, variety of coverage, accuracy of news combined with speed followed by detailed discussion by the experts, balancing the percentage of local news with national and international news and managing "space" availability to cover opportunities of advertisement revenue.

d) Political interference has become an unavoidable part of today's newspaper industry. The problem is how to accommodate this interference and to what extent, without affecting
goodwill of the politicians and keeping reliability and status of the newspaper in the eyes of all concerned.

e) The problem of Pune newspaper industry is how to be "prepared" for a situation which will take place after the arrival of "financially sound" national establishments in this field. These entries will result in the problems of modernization, labor turnover, competition in the areas of contents, supplements, advertisement rates, marketing policies and techniques/tactics to deal with problems created due to the entry of giants.

f) Another important problem of newspaper units is how to utilize installed capacity of machines. At present almost 40% of the capacity of the machine is not utilized due to the nature of business and non-availability of outside printing jobs and lack of professional approach towards such outside work.

g) The problem of implementing wage-board recommendations within the limits of financial budgets, particularly for the small units in the city continue to exist. The basis of implementing wage board implementations is difficult for the large units as well as the small units. Expansion of units at Taluka places is clubbed for the purpose of implementing recommendations of wage boards. There is a wide difference of opinion among all concerned about "basis" for implementing
the recommendations of the wage-boards. Owners have their own view, while employees have a different view about it.

h) Due to increase in competition certain immoral trends are on the increase, especially in the areas of staff taking over from other units, and imposed marketing newspapers. Introducing cost free advertisements has certainly diluted the atmosphere of the Pune industry. This competition may lead to cut throat competition among all newspaper units. Moreover, this can certainly become a reason for closing down small units.

i) Non-availability of comprehensive reference library at one place, dearth of separate research institute and limited training institute for supply of required labour force are other important problems of Pune based newspaper industry. Every newspaper maintains its own reference library, but considering the ever increasing variety of customer requirements it is essential to develop a common reference library for all news units.

Newspaper has now became a business and profession, hence there is a need to have a separate Research Institute to study all aspects of industry from each angle/side.
C) Findings based on Management/owners questionnaires

a) During the period of study number of newspapers in the Hindi Language remained same, while in English language their was an addition of one unit in the existing number. During the same period the number of Marathi Newspapers increase from 7 to 13.

b) Due to increase in competition and expansion of business, Individual newspaper ownership organization, Partnership firms were converted into Joint Stock Companies, while one unit remain in the form of Trust. Increasing competition and expansion of business in the form of circulation have increased the financial requirements. In order to satisfy increasing requirements of finance individual ownership, partnership firms were converted into joint stock companies.

c) The newspaper industry is largely dependent on internal source for its human requirements. Seniority is the factor dominating over the technical qualification and experience for the promotion. This is a result of "nature" of this industry business. Every person who is associated with this organization is a source for "news" and all of them always keep themselves alert and active for "freshness" of news. Internal source helps this industry in many ways which is an essential quality of news industry.
d) The tendency of appointing the contractual labours is gaining grounds in the recent years. Normalcy of labour turnover is found among editorial staff. This tendency is not found in other sections of units. Contractual labour has became a requirement in certain areas of newspaper functioning. This type of tendency is mainly found in dispatch and delivery of newspapers at various places, withdrawals of wastage, maintenance of machineries, equipments etc.

e) There is a trend to show more percentage of labour expenses even though the percentage of labour welfare expenses is negligible. Labour welfare is an important item of business expenditure, but in Pune newspaper industry with exception of few, all the remaining units do not incur a labour welfare expenditure.

f) Advertisement revenue has increased during this period significantly due to automation and colour printing. It has resulted in encroachment of "space" provided for "news" in the total newspaper. There is no alternative for the advertisement revenue: a major source of income. The additional space is captured out of the necessity of reducing deficits not recovered out of sale prices.

g) All the newspapers in Pune have increased their prices during this span due to increase in cost of material, paper and interest on replacement of machines. This price hike
seems to be a natural outcome.

h) 50 to 60% of the installed capacity of machines is utilised in the newspaper units. This is an outcome of less circulation, increasing competition and non-availability of outside printing jobs.

i) Marketing policies have brought significant change due to increase in competition and competitors tactics which to a certain extent dilute the marketing environment.

D) Findings based on Staff questionnaire

a) The workforce available with the industry consists of more senior and experienced staff as compared to youngsters due to less attractive monetary and non-monetary working conditions. Due to less attractive monetary and non-monetary working conditions youngsters are not attracted towards this industry. Previously persons with an object to service and not monetary awards would join the newspaper units, but now, due to commercialisation monetary rewards have became more important, hence monetary rewards are dominating.

b) Educated, technically qualified staff are now recruited in the industry due to technological development and need of reducing labour cost in order to reduce cost of production in general. Educated and technically qualified staff is recruited in the areas of printing, office record/administration and
marketing. Introduction of electronic and computer equipments
have increased the speed of working uniformly and it has
certainly affected the total cost.

c) "Mobility" among the editorial staff and marketing staff is
significant in old units based in Pune newspaper industry.
Due to various factors like entry of new national units,
difference of opinion of management etc. the mobility of
editorial staff has increased. Mobility of marketing staff is
a result of increase in the cut throat competition among all
units.

d) So far as monetary benefits are concerned "fair" emoluments
are given to permanent staff and to the staff shown on the
roll but there is an increasing tendency to employ contractu-
al workers, to appoint piece rate workers, job basis staff
and assignments etc. Payments to them are not satisfactorial-
ly carried out. Fair payments are made to the permanent
staff. This category of staff consists of experienced persons
mainly above the age group of 40. These workers draw higher
pay which is a natural outcome of seniority. However, it
does not mean that the industry is offering them handsome
salary.

In order to ensure quick and efficient disposal of
work contractual employees are preferred. Certain jobs are
carried out on assignment basis as they are more economical
and do not create permanent liability on owners/management of
newspaper units.

Certain monetary benefits like L.T.A., Provident Fund,
Pension etc. which are easily available in other industries,
are not available to a significant number of employees of
newspaper industry.

It is appreciable that the industry is offering advance
facility to their staff members on consideration of a various
domestic and job requirements of employees. Housing loan,
vehical loan and domestic loans are provided to the employees
according to the need and necessity of employees.

e) Non-monetary working conditions are not up to the mark, non-
monetary working conditions refer to conditions which are
made available to employees to maintain and increase efficien-
cy of employees.

Certain facilities like Canteen, library, rest-rooms
and sport provisions are not adequately available to em-
ployees of newspaper industry.

Employees opinions about these working conditions re-
veal this fact clearly. Only 12 % employees have rated working
conditions as "best", 76 % have rated it as "better", and
12 % of the employees are not satisfied with the existing
working conditions.
f) "Unity and Organised" nature among the staff has not achieved a 100% mark. Formation of Shramik Mahasangh is a sigh of organising all staff under one banner which is a positive development towards achievement of this mark.

g) Government policy towards delay in appointment of wage board and implementing its recommendations has resulted in exploitation of staff by the management to the maximum possible extent. So far the government has appointed four commission namely, Banerjee Commission, Shinde Commission, Palekar Commission and Bachhawat Commission. Work of the Mansing Commission is in progress. These commissions are only recommendatory bodies, all the suggestions are not bound on the Government. The approach of the Government towards this business is flexible. There is a need to form a long term, firm policy towards all aspects of this industry. There is a need to avoid delays in the appointment of such commissions and the implementations recommended by them.

h) Interpersonal relations, behaviors of seniors with subordinates are rated "fair" and "positive". It is observed that staff members are encouraged and consulted while making decisions. This may be due to the small size of units and personal touch with the staff, continuation of old and experienced staff with the existing units.
Employees are working with these units since many years. This has created a sense of belongingness and affiliation among the staff members. As this industry is passing through a crucial stage - every member of the unit contributes his best towards maintaining high quality content in the newspaper.

Economic viability and competition has brought the workers closer. Healthy Interpersonal relations is an outcome of all these factors.

E) Findings about customers questionnaire

a) Due to variety of contents in newspaper "reader" belongs to various age groups but "Customer" of the newspapers belongs to age group 20 and onwards age. The newspaper is an everyday requirement irrespective of difference in educational qualifications.

Readers of newspaper consists of all the members of family and every other person who is literate and reads. Certain columns are very popular among children below the age group of 15. They are not direct subscribers of the newspaper, but are regular readers of the contents known to them, hence a newspaper has become an everyday requirement. Educational qualification is not a barrier for the newspaper because it tries to satisfy the requirements of various age groups and educationally qualified customers simultaneously.
b) Customers satisfaction about his/their requirements is rated as below :-

60 % of the customers are satisfied about content
38 % of the customers are satisfied about the quality of printing
77 % of the customers are satisfied about the quality of page and layout
61 % of the customers are satisfied about coverage
27 % of the customers are satisfied about colour printing and combination
85 % of the customers are satisfied about timely delivery and
65 % of the customers are satisfied about fair prices.

From these figures it is clear that customers are satisfied to a larger extent but there is still scope for improvement in printing quality, coverage, colour printing whereas there is less scope so far as the price is concerned.

39 % of the customers believe that a newspaper succeeded in satisfying the requirements of families. 27 % of the customers agreee that the newspaper satisfies requirments of children.

c) Though the contribution of the newspapers in the areas of information, knowledge, cultural social development is significant the tendency to include more entertainment and less
knowledge is gaining ground. This feature is not good. It might be existing due to advertisement and coverages of film news.

d) Only 50% of the customer read the complete newspaper while 16% read parts of it and 34% read only headlines. This is due to the time span available with customers and their requirements.

It is true that one newspaper at a time cannot satisfy the requirements of all the readers. All the contents may not be useful to all of them. 50% customer cannot read the complete newspaper this does not mean that it is a wastage. According to personal interest, liking and time available, customers read specific matters only.

e) Advertisements, which is an essential part of the newspaper has priorities like T.V. programmes, weekly advertisement for jobs, Sale of goods advertisement, housing accommodation advertisements respectively. Both the parties communicate their expectations through advertisements. Here the role of the newspapers is that of a communicator.

f) Priorities of news is an interesting factor. Political news, social news, national news, special reports, editorial is ranked according to customers demands.
g) Due to innovation in preservation of documents/ evidences etc habit of preserving "news" as reference exists only among 15 % of the customers.

h) Pune newspapers has a strong historical background. They have succeeded in creating a "view" in the minds of customers. Thinking, reading, culture has developed in Pune city due to this factor and it has resulted in not changing the newspaper; generally the same paper is continued/subscribed too.

i) Inspite of the "communication war" newspapers have remained as the main information media and will remain so due to its vital characteristics. 50 % of the customers have shown faith in it, followed by T.V. 32 % and other media 18 %.

j) The habit of comparing news especially in the time of crises or elections exists in 41 % of the customers. While 43 % of the customers felt that there are unnecessary contents in the news. This seems to be an individualistic view of the customers. At a given time a single newspaper cannot satisfy the customer on all aspects of the content.