

Report On
Factors motivating employees during COVID-19: A Study of the
Newspaper Industry in Bangladesh

By

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An internship report submitted to the Department of BRAC Business School in partial
fulfillment of the requirements for the degree of
Bachelor of Business Administration

Bachelor of Business Administration
BRAC Business School
BRAC University
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Declaration

It is hereby declared that

1. The internship report submitted is my own original work while completing degree at Brac University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I have acknowledged all main sources of help.

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Letter of Transmittal

Ms. Nusrat Hafiz

Lecturer,

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BRAC University

66 Mohakhali, Dhaka-1212

Subject: Submission of Internship Report

Dear Madam,

It is my pleasure to submit the Internship Report, which has been done as a part of academic curriculum, to you for your kind evaluation of it. The report is prepared on “Factors motivating employees during COVID-19: A Study of the Newspaper Industry in Bangladesh” Where I focused on the newspaper industry of Bangladesh and the status of their employees during Covid-19.

I have given my best effort in preparing this report and make it a worthy one as per direction of my supervisor. If any confusion arises or any further explanation is needed I will be readily available to explain the matter to you or as the situation required.

Sincerely yours,

Tania Ahmed Neshi

1910417

BRAC Business School

BRAC University

Date: October 11, 2022

Non-Disclosure Agreement

This agreement is made and entered into by and between The Daily Star and the undersigned student at Brac University, Tania Ahmed Neshi.

Acknowledgement

First, I would like to convey my gratitude to the most merciful almighty Allah who had made me able to prepare this research paper.

I would like to put on record my sincere thanks to my parents for their never-ending support and adoring care during my studies and research and for their continuous inspiration to pursue higher studies.

I wish to convey my deep sense of admiration to my honourable supervisor and co-supervisor of the Brac Business School Miss Nusrat Hafiz and Dr Asadul Islam. Under strict supervision and proper guidelines, it becomes possible to complete this paper. It should be mentioned that they spent a lot of valuable time to make this paper up to standard and acceptable.

Moreover, I would like to thank all respected and devoted teachers of the Brac Business School department of BRAC University for their support and important advice to complete this colossal and enormous task. Finally, my unconditional thanks to those respondents who shared their very busy moments by providing the required information during the field survey.

Executive Summary

This study examined the factors motivating employees of The Daily Star during the Covid-19 pandemic crisis. As the government declared lockdown all over the country even the companies who were equipped with facilities to ensure a Covid-19 free environment using proper sanitization and maintaining social distances, could not operate properly. Many local and multinational companies struggled to facilitate enough employees at the offices. Institutions went to the extent of budget cutting and salary decreases to employee deductions. Many institutions sent their employees home to work remotely. This new work-from-home policy added many advantages to the classic work practices. A hard-line media house like The Daily Star which always depended on the physical presence of employees, a lot of paperwork, and physical meetings, all had to go through drastic policy making and implementation to sustain their everyday work process. In this report, I have focused on the perspective of motivational factors of employees of The Daily Star.

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Chapter I

Overview of Internship

1.1 Student Information:

I am Tania Ahmed Neshi, a student of Brac Business School at Brac University, student ID 19104197, and I declare that this report on The Daily Star has been authentically prepared by me. During the preparation, I also further declare that in this internship report I have not ruptured any copyright act purposefully. I did not submit this report to any other institution for awarding any degree or certificate.

1.2 Internship Information:

I began my internship at The Daily Star on July 23rd, 2022, and will conclude it on October 23rd, 2022. I am now working there in the "HR and Admin" division of the "Human Resource and Administrative" department. I've written this report on "Factors Motivating Employees During COVID-19: A Study of the Newspaper Industry in Bangladesh" in accordance with your directions because it was the main task assigned to me during my internship at The Daily Star. As an intern at The Daily Star, I had the opportunity to work with our executive officer and my supervisor to develop and carry out several initiatives. The internship enabled me to put all I learned in the classroom into even more practical use.

1.2.1 Internship Company Supervisor's Information

Md. Istiak Ahmed Bappy

Executive, Administration

Administration Department

The Daily Star | 64 - 65, Kazi

Nazrul Islam Avenue, Dhaka-1215

Tel: +88-09610-222-222. Ext.598

Mobile No: +88-01770-033-886

Email: istiak@thedailystar.net

1.2.2 Job Scope

- Develop and circulate various types of letters, circulars, notes, office memos, work orders, visa letters, NOCs etc.
- Assist in renting out all The Daily Star Conference Halls, and monitoring event management (from client communication to successful event completion)
- Big scale event management (guest lists preparation, sending invitation cards/letters, assisting the event-team, etc.)
- Vehicle management.
- Assist in official purchases.
- Assist in company asset management.
- Handle all the tasks related to telecommunication.
- Maintain liaison with the government offices when required.
- Look after other administrative issues (e.g. security, hygiene, dispatch of the documents, guest management)

- Maintain documentation, records, files, agreements, certificates, or other important documents.
- Any other task assigned by the Head of Operations & CFO and Editor & Publisher.

1.3 Internship Outcomes

I have completed almost 2 months of my internship with The Daily Star, in this short period of time I have learned a lot of things from the organisation. The exposure to the corporate office was very little to me. From organising vehicle data to communicating with a fellow has provided me with a lot of experience that I would adore and cultivate for the rest of my professional life. Also, the communication skills I have gathered from working with the Daily Star should be mentioned. A media house like this requires a lot of communication within and outside of the organisation, I was delighted and happy to be part of them, and the learnings have been valuable.

1.3.1 My contribution to the Daily Star

The Daily Star is an impressive workplace to work at and learning scopes were innumerable for me throughout this 7-week-long internship tenure. The Work environment couldn't just be any better for an intern like myself and I enjoyed every bit of work experience that I could gain there. My Internship tenure started far away on 23rd July 2022 and up until now, I'm at the end of my journey here. Meanwhile, I've had an excellent experience of working in a proper corporate culture. My major job responsibilities weren't pre-set rather I was given instructions to work on different tasks as per the organisational needs. I have developed and circulated various types of letters, circulars, notes, office memos, work orders, visa letters, and NOCs. I've assisted in renting out all The Daily Star Conference Halls, monitored event management and assisted in official purchases. I have also assisted in company asset

management, handled all the tasks related to telecommunication and also maintained documentation, records, files, agreements, certificates, and other important documents.

Chapter 2

Organisation Part

2.1 Introduction

The Daily Star, also referred to as the most widely read English newspaper all around the country of Bangladesh. The Daily Star is additionally internationally paid heed to for its unfavored news publishing practice with no influence or fear. Henceforth, The daily carries the flagship of quality and constructive journalism. For maintaining to date the country insight of Bangladesh, eminent international organisations like, IMF (International Monetary Fund), International Bank for Reconstruction and Development, ADB (Asian Development Bank), and WHO (World Health Organisation) usually provide it with a read given that, The Daily Star publishes the foremost authentic news intels, moreover circulates the foremost number of news copies over the country also as has the record of employing several representatives abroad amongst all the opposite English Dailies. (Business Inspection, 2022) It also holds the popularity of Newspaper of Record, and as a matter of fact, this acclamation goes to the paper with the most independent news publication and the most circulation that make a medium invincibly authoritative. The inspiration of The Daily Star was during a historic moment in the country, it was actually when Democracy was prevailing with re-routing to its parliamentary practice of government on 14th July,1991. The founding father of Daily Star was Syed Mohammad Ali, an excellent intellectual with a luminary career span of 44 years in journalism. He had ensured a successful and exemplary career path, signing in as a junior reporter till the

founding editor of the most prominent English newspaper in the country and chairman of the PIB (Press Institute of Bangladesh). Together with his retirement came Mahfuz Anam, the contemporary executive editor and also the co-founder of Daily Star as a newly anointed Editor of the paper. Mahfuz Anam never held back to motivate the workers of all tiers in the organisation, which successively made him the most desired editor to figure with most journalists and staff of the industry. This reputation of Mahfuz Anam amplified his vision to create the empire with the most talented and dedicated journalists of the industry. The Daily Star has its privately owned office premises located at the guts of the city, 64- 65 Kazi Nazrul Avenue, additionally another bureau of Daily Star is found in Chittagong. The paper currently employs 536 employees both nationally and internationally. (Craft, 2022) The paper is understood to be one of the most self-sufficient papers countrywide.

2.2 Overview of The Daily Star

The Daily Star goes with the slogan, ‘Your Right to Know’ which features a prevalent indication of freedom of speech also as freedom of journalism. The Daily has been the attention witness of the historic moment of this country when the autocratic military Government fell to democracy. The Daily Star had a promising vision since then to stay in an upbeat rhythm with the social change to progress and prosperity. The Paper always vouched for the general public demand and their opinion, betterment also as lashouts had always been the concerning highlights for the Paper. On top of the public interests, the Daily Star always emphasises upon the healthy practice of democracy in Bangladesh with its heavy inducing, prompt and widely accepted column strikes. Thus it's quite evident that keeping its business interest aside, The Daily Star manifests itself as the spokesperson of public interest. In every case or dispute within the society or country, The Daily Star holds the position of neutrality and puts utmost effort to cause an unequivocal and unquestionable

analysis of the incident.

The recurring and concurrent mission of The Daily Star is to defy the influence of political parties in every possible way. The reporting standards have to uphold the clarity and distinct news that should be delivered to the people and serve the general public interest best as believed by the paper. The Daily is

determined to beat the challenges and never bow down to any sort of compromise under any circumstances created by either any party or alliance. The intolerance policy of the paper makes itself respectable to everyone no matter the connection it has with the party. The Daily Star also prioritises the story of the commons and consequently, they publish the stories of normal working people.

The Daily Star always emphasises the national interest with no relent, that's the key objective predetermined by the paper. The Daily portrays the national issues and therefore the best possible constructive criticism herewith to form a better society for tomorrow. the main focal points of the Paper Are Human Rights, Political unrest, Gender discrimination issues, freedom of press, transparency and accountability of the govt employees and the national global trade situation. Finally, it is often said that the core value and objective of The Daily Star is to make public opinion more vocal as well as heard effectively. (The Daily Star, 2022)

2.3 Management Practices

Like Every Other Newsprint Media, the Editor is taken into account by the chief of the organisation who happens to steer the paper. The Editor of Daily Star is Mahfuz Anam, also playing the responsibilities of a Publisher. Mahfuz Anam leads the News, Editorial and Reporting sections.

With the help of the chief, there are two people, the associate editor and the assistant editor. The two assistant and associate editors' main job is to write down editorials which are directly

supervised by the Editor and this trio is understood as the Editorial Board. The Editor gets all kinds of backups in need from the Associate and Assistant Editors, over and above that, in the absence of the Editor, they play the role of the editors within the paper.

The editor leads the management of the paper. He's accountable for the jobs such as supervising the management units, taking care of production and store establishments etc. The department organogram is sort of diverse in Daily Star. The Finance and Business Operation floor consists of six departments which are as follows.

Mr Mahfuz Anam practices total democracy in every aspect of the decisions of the newspaper. From the board meetings to the anniversary celebration, every kind of decision goes for mass opinion. But the decisions from an editorial perspective depend only on Mr Mahfuz Anam. For example, as every other newspaper goes for the click-baiting type of headlines, the editor and publisher of The Daily Star Mr Mahfuz Anam directs all his leaders not to practice such things. But overall the newsroom decides upon what to be printed out and goes for headlines. The individual page editors and the chief news editor and the news editor and also executive editor hold the power to go forward with any idea and news that goes with the newspaper's standard. Any story regardless of any individual or government or opposition The Daily Star goes only with truth and without any biases.

2.4 Marketing Practices

Marketing Department: The Daily Star is the biggest name there amongst all the English Dailies of this country. The Marketing team of the paper makes sure that the name keeps shimmering that way right along. The team arranges various award-giving ceremonies and talk shows to retain the impact of the daily.

Digital Marketing Department: The motto of this department is to make the paper a better and more handy option for all the readers out there. They mainly circulate the PDF version of the paper online henceforth the readers get to enjoy the E-paper of the Daily Star.

2.5 Business Practices

The Daily Star makes its business solely out of selling advertisements. The paper sells the space of the paper pages with a measure of per inch to their target customer base. The worth varies with the location and category of advertisements on the page. The Daily Star sells advertisements as their prime products in two media, print and digital.

Print Media Advertisements: medium advertisements being the most popular advertisement source to several customers, mainly business, educational and government organisations prevail a good deal of business year after year. The pricing of advertisement starts with BDT 19000 on Fridays per inch on the front page and BDT 18000 on the weekdays and lands on a lucrative deal of BDT 3500 somewhere inside the 7th or 8th page. The foremost expensive front-page advertisements for mediums are discussed below.

Jacket Ads: Jackets are an exclusive sort of advertising in newspapers and magazines. This advertisement comes in the form of an additional page on top of the front page as an opening to the paper. A page jacket ad costs around BDT 1200000 according to the costing of the Daily Star. Advertisements of this type are usually popular during special national occasions such as Independence day, Victory day, and International Mother Language Day.

Zipper Ads: Ads of this type add an extra half page on top of the front page covering the left or first half of the opening page of the paper. Prominent multinationals or FMCG are the first target customers of the present product line. The standard cost for such advertisements would be around BDT 500000 to BDT 600000 to publish on the front page of The Daily Star.

The Daily Star publishes its E-paper and online paper also where the demand for digital ads is skyrocketing every day as the traffic rolls significantly online. The Digital ads are available mainly in a pop-up, static and video forms. The Daily Star keeps its Epaper free for the readers thus the traffic moves quite heavy there. (The Daily Star)

The Paper publishes a complete of nine more magazines aside from the main paper, which are segmentary advertisement elements for several companies. The magazines are Star Business, Star Showbiz, Star Health, Satireday, Shout, Toggle, In Focus, Star youth, and Star Literature.

2.6 Financial Performance and Accounting Practices

As discussed already, the Finance Department with the choices of the CFO makes the decisions on the company's financial matters. The Department of Finance or the team mainly looks forward to checking out financial insights to make a better return on investments than all the other competitors within the market. The Department keeps on going with 5 people, The manager himself, two executives and two interns. The main functionalities of the finance department of Daily Star apart from making presentable financial reports are tracing business lackings and running prospective industry analyses.

2.7 Industry and Competitive Analysis

Even though The Daily Star positioned itself on top of the leaderboard amidst the English print media across the country, nevertheless they need difficult competition with a recently introduced English Daily, called The Financial Express. The Daily Star fails to form as many copies as Prothom Alo also which is widely recognized as the most popular Newspaper in Bangladesh. Prothom Alo enjoys the advantage of prominent rich columns they write facilitated by the very fact that they are a Bengali newspaper and the leader of it. The market of the newspaper industry is centred on these two papers from two mediums of languages

English and Bengali. The market capitalization of English dailies consists of 10 to 15 prominent dailies according to their circulation and their sales rate of advertisement per inch. The industry capitalization of the first or top ten English papers in Bangladesh is as follows. (Bd-Info.com, 2020)

Sl. No	Name of Print Media	Circulation
1	The Daily Star	44814 copies
2	The Daily Sun	41000 copies
3	The Financial Express	41000 copies
4	The Independent	40550 copies
5	The Daily Observer	40550 copies
6	Daily Bangladesh Post	40550 copies
7	The Asian Age	40500 copies
8	The Daily Tribunal	40500 copies
9	The Bangladesh Today	40100 copies
10	New Age	40000 copies

Table 1: English newspaper circulation data

2.8 Summary and Conclusions

Media stands as the means of mass communication which can lead to millions of sparse audiences effectively, such as Radio, Television (Broadcast Media) and Newspaper (Print Media). The Media industry runs Autonomously in Bangladesh with the freedom of journalism and the right of unflavored and unbiased journalism patronised by the constitution of Bangladesh. The constitution restricts the Press Council Act 1974 to go against national integrity. From the broadcast media, there are a total of 45 news and entertainment channels and as of Newspaper dailies, the number is over 1200. (Allbanglanewspaper.com)

Bangladesh is the eighth most populated country, where the count stands for over 163 million people. Newspaper is an essential daily element of educated individuals which helps the dailies to sustain in the market. Out of over 1200 newspapers, only 40 of them are English dailies. The audience for this particular segment of daily life is quite scarce and sparse. It is well presumed that the Newspaper as a symbol of literacy and knowledge is mainly regarded and read by the educated or to be more upfront, it can be said that it is more often read by the well-educated population of a country. In this context, Bangladesh has a literacy rate of 74.91% reported in a survey in 2020, which was a minimal increase of 0.22% from 2019. (World Bank & Macrotrends, 2022) The average approximate circulation of the English dailies in Bangladesh is around 550000 copies only, which is very negligible against the total population of our county. (BD-Info.Com, 2020) The Bangladeshi newspaper audience would be as minimal as 1.5 million which does not ensure a healthy target market for the publishers in Bangladesh. For a country having over 163 million of population 1.5 million readers would be considered quite a disappointing number. The low circulation of newspapers passes the blame onto the lack of social progressiveness, proper education, poverty, growing internet speed and exclusive updates of TV channels.

Newspapers are also the most crucial element of social awareness. Bringing about positive political and global change has always been the motive of Newspapers like The Daily Star. The Daily Star, the most popular daily in Bangladesh draws its revenue by selling advertisements and this is considered to be the only business conducted by Newspapers all around the world. The dailies with good reach are expected to bring a handsome deal of business. The Daily Star with the most circulation of their papers all around the country has a number of 44814 and is considered to be the Daily with the highest reach too. The Print News Industry is the major tool for Government and Non-Government classified advertisements. This is a fast-moving world with fast internet and rapid news coverage by television channels. Hence, the advertisement cost is pretty high in mainstream TV channels with a popular audience reach. On the other hand, print media offer quite a reasonable deal to their clients. For instance, The Daily Star offers the advertising cost of BDT 19000 per column inch to 3500 per column inch. (Advertisement, 2022) The audience that papers like The Daily Star, Prothom Alo, The Financial Express, and The Business Standard reach is the target potential for many private and public organisations. Private organisations both nation and Multinational wish to keep in touch with their business prospects as their organisational goal from every medium possible that leads to seeking the advertising tool of prominent dailies of the nation. With a view to reaching out to their potential target market and meeting their expected sales goals, they choose the newspapers as the most convenient and cost-effective marketing tool after the broadcasting media like TV and Radio. As for the government and local government organisations, they publish various notices, such as public tenders, job vacancies/advertisements and many other sorts of ads. Alongside this, private organisations and educational institutes also rely on print media to publish their important public notices to inform the respective parties.

However, the introduction of various and numerous TV channels has stalled the steady revenue generation of the Print Media and The Daily Star as the leader of the English newspaper in the country was not far from the heat as well. The change of communications and social media patronised by fast internet has made dailies like The Daily Star incur a significant reduction in sales of their conventional news copies as well as induced them to stretch their platform online considering the internet traffic these days. For example, the ‘Daily Ittefaq’ known as the first founded or oldest daily of our country used to make the sale of 425000 copies of the news daily and 16 recently they became bound to reduce their copy circulation to only 50000 due to constant and 24/4 National TV channel news broadcasting and online portals.(Abul) Not only that, but the Government also sometimes intervenes in the fair and unbiased news publication of the dailies which makes the choices of journalists quite difficult and on top of that the import prices of Newspapers from overseas countries also skyrocketed from the margin of \$570 to \$1050 which shows the price doubled up. Reasoned by that, the production cost of a copy of the paper from Daily Star has spiralled up to BDT 23 which is sold for only BDT 15 on the street. (The Daily Star, 2021) The fair share of the sale is later on divided as BDT 8 for the seller or hawker and BDT 7 for the publishing company. Due to the emergence of live TV news broadcasting and online e-paper portals, the printing media is much of a struggling industry now.

Chapter 3: Project Part

3.1 Introduction

The Pandemic outbreak hit the Newspaper industry regrettable starting with a halt in circulation to the mass job loss. The import cost increased to almost double the previous price of newsprint and now that the inflation hits bad, a day the price fluctuates. allow us to consider the USA as

our example lead. In 2020, with the outbreak of the Corona pandemic, quite 300 US Dailies shut down and closed off forever. Even having the most important print media in history, they suffered terrible losses and plunged within the business. Their staff size started decreasing smaller till it reached 50% less, and the circulation and knocks of the advertisers on the door were getting minimal in number. (The Financial Express, 2022)

In Bangladesh the marketplace for a few prominent and well-circulated newspapers is yet good to go, however, the financial well-being may be a hard-to-get scenario. Additionally, in such dire moments of the pandemic, the govt did not consider any stimulus package for recovering the financial distress. (The Daily Star, 2022) Nevertheless, the import taxes mounting up to 30% with a customs duty of fifty makes it too difficult to make a profitable circulation of papers. On top of that, there is also a 5% VAT and 15% AIT (Advance Income Tax), which is nearly as good as the other corporations and this comparison makes the equation quite an unfair deal for the Newspaper industry in Bangladesh. The NBR assured the NOAB (Newspaper Owners Association of Bangladesh) that the scenario would improve with the economy's improvement. Now that the inflation is hysterically high, nothing is implied in the least. (The Daily Star, 2022) The irony is, the quantity of tax the newspaper industry must pay, most newspapers don't even earn that amount as their revenue. The landing cost of having the taxes applied come off at 127% to 130% which becomes impossible to form for a paper in general. (The Financial Express, 2022). The worst hit of the pandemic had to be the novel shift to online media and e-papers. As there was no other way than to halt and reduce circulation and there was no business in the least, the practice of online portals was alright promoted throughout these 2 years. This however brought the newspapers opportunities too, opportunities to utilise the web crowd with digital ads. The Pandemic breakout came with disaster but, there's a bit of a considerable counterpart to that too.

3.1.1 Background

Numerous studies have shown that a well-developed plan for employee retention is essential if the business is to remain competitive. The organisation's intellectual capital is its workforce; hence it is crucial to hold each employee accountable for the organisation's expansion (Siddiqi & Kol 2021). As a result, an abiding trust is formed between the employee and the company, creating a win-win situation. Along with the organisation, the employee advances both financially and in the hierarchy.

The excellent design of an organisation's pay structure, as noted by Delaney and Huselid (1996), leads to the best employee performance. The result of a well-designed and disciplined training program is proficiency in employee performance. According to an American organisation, compensation is "cash and non-monetary payment offered by the employer for services delivered" (ACA, p. 9). Keeping its compensation structure viable while implementing the greatest initiatives and providing both financial and non-financial advantages is crucial for the organisation's goal of retaining employees.

Herzberg's Motivation-Hygiene Theory: Two-factor

Businesses and organisations have long looked for answers on how to boost representative generation, and so, benefits. Luckily, numerous analysts have extensively examined human inspiration to undertake and get what drives people to work. Herzberg's two-factor hypothesis traces that people are persuaded by two things: motivators and hygiene factors (see Figure 1). These two variables are both basic to motivation: motivators encourage job satisfaction and hygiene factors prevent job dissatisfaction.

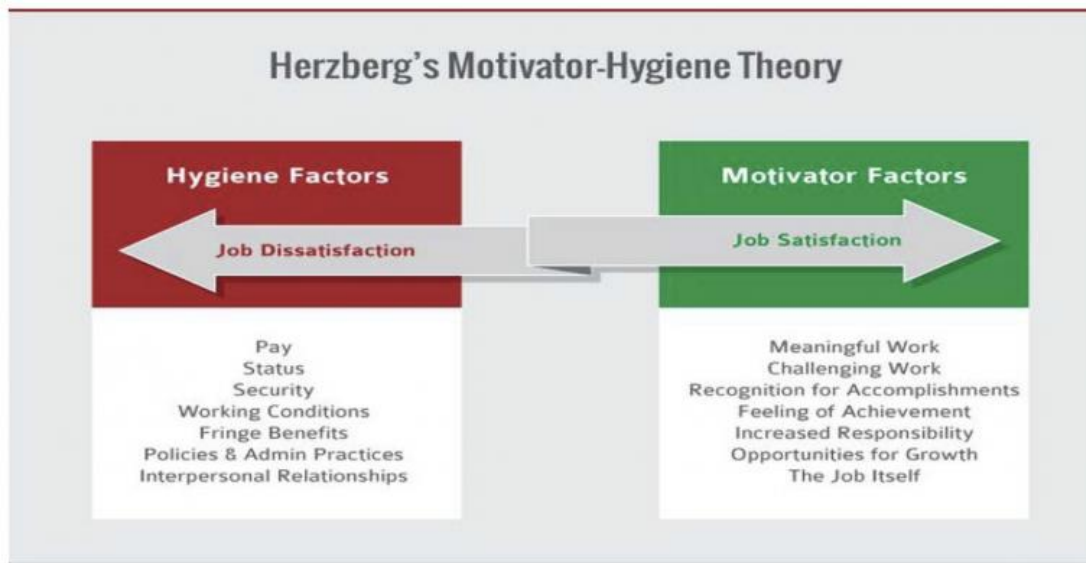


Figure 1: Herzberg's Motivation-Hygiene Theory

Hygiene factors consist of a set of 10 factors:

company policies and administration, quality of technical supervision, quality of interpersonal relations among peers, subordinates, and superiors, salary, job security, personal life, working conditions, and status.

The six motivators that fulfil employee intrinsic needs:

Achievement, recognition, growth, advancement, responsibility, and the work itself.

3.1.2 Objective

The primary objective of the study is to examine the impact of motivation on job satisfaction among the employees of TDS.

Specific Objectives

- To identify the level of motivation among the employees of TDS
- To identify the level of job satisfaction among the employees of TDS
- To explain the ways of improving motivation factors in order to increase job satisfaction among the employees of TDS

3.1.3 Significance

Most human resources professionals seem to think that workers tend to exaggerate the significance of compensation in employee surveys. Studies, however, indicate that the contrary is actually true. Let's examine the data demonstrating the differences between what people say and do regarding wages. After that, let's go into why money is probably such a crucial all-purpose incentive and a number of reasons why managers might undervalue it. recognizing that not all people or situations value pay equally and identifying situations in which employees are likely to value pay significantly or less. Some workers are driven by financial rewards. The majority, at least those who need it for survival, are in reality driven by money.

3.2 Methodology

This study's goal is to give a general summary of the existing situation, potential remuneration, employee motivation, and HRM practices in The Daily Star. As a result, the scenarios were examined using a variety of secondary sources and materials. The sources included articles about HRM practices in Bangladesh that were published in scholarly journals, trade publications, and newspapers. In order to evaluate the existing state of affairs and anticipated difficulties regarding HRM in The Daily Star, I also studied papers released by national and international organisations. Finally, in order to gather relevant data about HRM practices in Bangladesh, I looked at websites of state and nongovernmental sector organisations.

3.2.1 Interviews

I have used the method of interviewing people in order to get the best possible result for my projects. The idea was to prepare a questionnaire and transcribe them in order to understand

the factors that were motivating The Daily Star employees during Covid-19. I have prepared the interview questionnaire keeping in mind that the answers might provide me with a clear view of some specific factors. I have prepared 12 questions to understand the factors and also how their long-term effect will keep on motivating employees or not. Since the questionnaire resulted in data that are words I had to go for a qualitative method.

3.2.2 Qualitative interviews Analysis

Quantitative data analysis, which is certainly imperative, a qualitative examination includes colour to scholarly and business reports. It offers a point of view and can make a report clear, including the setting, and rouse astute discourse past the report. As we've watched, interviews are pivotal to getting less quantifiable information from coordinated sources. They permit analysts to supply relatable stories and viewpoints and indeed cite critical supporters straightforwardly. Parcels of subjective information from interviews empower creators to dodge adornment and keep up the astuteness of their substance as well. Transcripts are among the most excellent subjective examination assets accessible.

There are two main approaches to qualitative analysis: inductive and deductive.

3.2.3. Deductive Approach to Qualitative Analysis

Essentially since qualitative Analysis is made up of words, perceptions, pictures, and indeed images. Determining supreme meaning from such information is inconceivable; subsequently, it is for the most part utilised for exploratory investigation. Whereas in quantitative inquiry there's a clear refinement between the information planning and information examination arrangement, examination for subjective investigation frequently starts as long as the information is accessible.

I went for the deductive analysis as this method requires a structured or predetermined approach. I based my analysis on **Herzberg's Motivation-Hygiene Theory: Two-factor** and

tried to analyse the interview answers of TDS employees based on his theory. As we know per qualitative analysis the process is not to analyse huge amounts of data rather than analysing a small portion according to Herzberg's theory.

3.3 Findings and Analysis

“Factors motivating employees during COVID-19: A Study of the Newspaper Industry in Bangladesh”

This interview is a part of Brac Business School's internship project. My name is Tania Ahmed Neshi. I would like to express my gratitude for giving me your valuable time and helping me conduct market research on the factors motivating employees during COVID-19: A Study of the Newspaper Industry in Bangladesh. Your response will be recorded anonymously. We will never disclose your identity or information to anyone not involved with the project.

Interview Questions

1. What is the policy for COVID-19 in your organization about working remotely? Do they intend to offer flexible or remote employment options for the long term?

Rita: The policies were in general very linear towards employees as we could start working at 8 am or 11 am in the morning. I would say it was quite flexible.

There are people in our offices who work remotely all the time like our district correspondents. But I don't think they will provide a remote employment option in the finance department.

Istiak: It was kind of the same policy but we were working from home that's it.

Specific to my role I would not agree to that because my role requires some leg work and communication so they won't allow it as a long-term thing.

Zyma: The policies remained the same for all our reporters, just we didn't have to go to the office. They still allow me, if I request that I want to finish a report from my home.

Gafur: In the administration department the work hours remained the same.

As I am responsible for purchasing various logistics I would say I prefer working from the office as working from home adds more steps to the process.

Sumaiya: We were working our regular work hours from home. Though the editorial department doesn't have a fixed work hour we were working on our usual schedule.

We sometimes do work from home now but rarely.

Zia: The whole Daily Star and also me were working our regular shifts during Covid-19. But if you ask me I think I was working more as everyone was working from home and using Liberty the paper was being published. So, for liberty operation, I was kind of a connecting hub. If you ask my opinion they will not offer remote employment to anyone. In a media house like The Daily Star, it's important that employees physically come to the office.

2. Do you think working flexibility during COVID-19 plays a big role in terms of motivating an employee?

Rita: Of course it did. I think one of the reasons why I was working with The Daily Star or I would say still now is that they sent us all home while the lockdown started. I was talking with my friends in other institutes and hearing their frustration that either they were concerned about losing their job or complaining they had to put tremendous effort to go to offices while I was at my home still working with the same workload but I didn't even have to go to the office.

Istiak: Yes, at least I was comfortable working from home.

Zyma: Yes, it does. I would not say it played a big role but I would say it was necessary to run the paper from home because there was a lockdown everywhere.

Gafur: You are working from your same job from home, that's all you want, isn't it? At least I was motivated.

Sumaiya: I think it was a necessary step because during the lockdown period we couldn't get to the office easily but we had to publish papers every day. I really like working from home.

Zia: If I was working from the office I would be working a bit more flexibly and receiving fewer

phone calls. But what else can you do, lockdown was in effect. So we all had to work from home.

3. Have you ever gone above and beyond what was expected of you at work? What was your approach?

Rita: One issue I had to face is that sometimes I wasn't able to get in touch with my boss or any team member of my team which was instantaneous while we were working from the office. Sometimes I had to start working alone even if it was group work and eventually finish it on my own.

Istiak: I was receiving more calls than usual. Someday it was just a tremendous workload. I was not accustomed to these practices but after a couple of weeks, I worked my way through them.

Zyma: yes it was a challenging time! reporting from home and getting news, editing all at once and then submitting in the liberty app. Indeed tough times. But eventually, we got used to it.

Gafur: The online zoom meetings were a bit difficult for me at the beginning, also the official purchases needed to be documented and approved by designated people. So, it was a tough thing at the beginning but later I got hold of the situation.

Sumaiya: I didn't have any variation that I could call a challenge but I do remember the horrible times of Covid-19 and am glad we got over it.

Zia: The liberty app was just being bought by The Daily Star and we were in test phases. At that Covid-19 hit like a bulldozer and though it was difficult we got the opportunity to fully utilize the liberty app because that was kind of a situation which was ideal for working through liberty. Both our in-house users and the Indian vendor were calling me stating problems and I was trying to try to solve those for both parties. Yeah challenging!

4. What effect has COVID-19 had on employees using their vacation time? Has this led to a change in the company's vacation policy?

Rita: No, our vacation and leave policies remained the same.

Istiak: No change on vacation and leave policies

Zyma: I took recreation and sick leave like usual. I guess the policy remained the same.

Gafur: I got all my recreation leave and no change in policies.

Sumaiya: I didn't take any recreational leave but the policies were unchanged.

Zia: Though I didn't take my recreation leave I know everyone who requested got their leave approved and policies remained the same as pre-Covid-19.

5. Does your organization provide any new initiatives during COVID-19 (office space reimbursement, flex time, etc.) that encourage workers to be productive and satisfied at home?

Rita: I would say flexible work hours. I had the option to complete my own work on my own time and also my boss used to hold his usual motivation sessions with our team members whenever he had the opportunity during a work call.

Istiak: Flexible work hours. I had more work than usual but I was at home.

Zyma: Not that I know of!

Gafur: In the weekly meeting our supervisors were motivating us. Other than that no special session was held.

Sumaiya: Flexible work hours.

Zia: Just flexible work hours, nothing else.

6. What effects has COVID-19 had on the role? Do you think that this job will remain constant in the long term?

Rita: It was very challenging working with the whole finance department from home. I think the pandemic had a significant impact on our personal and professional lives.

Of course, the job will not remain the same but I am the person who is trusted with this job, I will try my best to learn new things and comply with the new policies.

Istiak: As an administration executive, accomplishing my daily work at TDS was challenging. I have lots of paperwork such as letter communication, official document preparation etc. These works require a physical presence in the office and engagement with other employees. But I don't think working from home is a good fit for this job. As I am at the office now the process is smooth.

Zyma: Reporting and editing news from home doesn't fit together. But we did that using liberty during Covid-19. As a reporter, working in the news media is getting harder. I think in the future the work will be more challenging but we will overcome these obstacles and prevail eventually.

Gafur: Consignment, purchasing, and requisition for office assets and managing these processes is a bit difficult while working from home. I would say Covid-19 had a negative effect on my role. As the crisis is over, the usual work process is resumed. Let's hope it remains as it is.

Sumaiya: Working in the editorial team wasn't that much difficult during Covid-19. We had more time to read articles sent by contributors and our contributors were sending more articles and opinions than usual. Nothing remains consistent over time. Challenges will come and we hope to achieve every opportunity we get.

Zia: I had a huge change in my responsibilities during Covid-19. because of the liberty app. As I was the point of contact for any liberty issue I had to train, brief, and guide DS employees and also frequently I had to contract the Indian vendor for any kind of trouble shoot. My role as a digital media executive was more than my job description stated. But I like challenges and glad that I was a part of the DS digitalisation era.

I hope my role will change in the future, because that creates diversity in my work. I hope I will be able to work it out as I was doing during Covid-19 period.

In the survey there were 3 male and 3 female interviewees. The Interview was conducted with the employees of the Daily star newspaper. The age of employees was between 25 – 35 years old. They were all part of the Finance, Marketing and Human resources departments. All of the employees are full-time employed in The Daily Star Newspaper. Among all the interviewees most of the employees are living in Dhaka city as a tenant except for one employee who's a homeowner.

The Policy for Covid-19 in Daily star is very friendly towards their employees. All the employees reported that the organisation gave them full support whenever they were infected with Covid-19 from the start of the pandemic. They also reported that the organisation never reduced their monthly salary for working from home during the recovery period rather the department head always checked up on them and made sure that all are doing well during the challenging time. However, as the employees received the organisation's full support during the recovery phase and were allowed to work from home, they were not allowed to work from home or remote employment options were not available for the employees for a long period of time.

2 males and 3 female employees think that keeping remote working options would have been great during the pandemic as there were moving restrictions for all of the residents of Dhaka city. Only one employee reported that the organisation's policy is fair enough since they are receiving other benefits and privileges relating to Covid-19 infections. However, 2 males and 2 females reported that working from home improves their productivity as well as motivation. As working from home gives them the liberty to manage their household chores as well as respond to any emergency situation very quickly. Since they don't have to travel in this hectic

Dhaka city traffic it allows them to save at least 3 hours daily for commuting to work which they can easily convert into productive hours.

However, 2 female employees thought they were coping with more distractions when working from home, despite the fact that lockdown was in place regardless of the situation at home. As a final benefit, working from home has made it possible for people to understand more about their coworkers' personal lives.

2 male and 1 female employee reported that they were given tasks or projects that were beyond their knowledge and capability. On the other hand, the remaining employees reported that they were not overloaded with work that was out of their capability or capacity. However, all the employees responded that the challenge broadened their knowledge and allowed them to learn new skills and techniques to overcome that challenge.

When they were asked about what effect has COVID-19 had on employees using their vacation time? Has this led to a change in the company's vacation policy? All the employees reported that the Covid-19 had not impacted their vacation time frame offered by the organisation. During the pandemic, the employees were offered a recovery time period and also allowed to work from home. Since the employees were virtually present at their workstations there were no changes to their vacation policy.

When they were asked about organisations providing any new initiatives during COVID-19 (office space reimbursement, flex time, etc.) that encourage workers to be productive and satisfied at home? The employees responded that during Covid-19 the company helped them with the medical expenses related to their treatment received from the life insurance company named "Guardian Life Insurance" up to 50,000taka. And in addition, The Daily Star also provided them with masks, sanitisers, and other preventative equipment throughout their need and also made sure that they had counselling sessions if needed by the employed therapist of the organisation. The flexible working hours were only applicable for recovering employees.

All the employees responded that there were no significant changes in their role during Covid-19. However, 2 male and 1 female respondent think that their role will not be changing as well as their work responsibility will not change very soon. Other respondents think that their job responsibility is changing and will be more as time goes on within the organisation.

Therefore, it can be concluded that the employees of Daily star have received the full support of the organisation during the Covid-19 pandemic and have let their employees to be mentally and physically well in the time of need. However they also fired employees to cope with the expenses and difficulties the organisation was facing in the darkest time.

3.4 Summary and Conclusions

The one big advantage that The Daily Star has is its brand value. Among the advertising industry, TDS has created a good name on the basis of business model and circulation. Its editor and publisher is a well known figure of Bangladesh and outside of the country. Through a strong marketing and circulation departments TDS generated and still kept its esteemed reputation.

Post Covid-19 the newspaper industry is struggling to keep on to its usual circulation and business model. TDS is also finding it difficult to gain the usual circulation number before the pandemic. Also, through these years the reading habit is also lessened. Being an English newspaper in a Bengali speaking country TDS is also finding it hard to gain back its market standing.

Though the printed newspaper circulation is declining, during the Covid-19 TDS has initiated its effort to reach its subscriber digitally, which had never been approached by this effort. So, through digital marketing and website subscription TDS is entering the digital world with all the opportunities day by day.

There are several laws and acts issued by the government and the press council of Bangladesh in order to weaken the grip of journalism. TDS editor and publisher Mr Mahfuz Anam along with other journalists have written a significant amount of columns and analysis against this hostility against journalism and sworn to defend people's rights to speak. Though it's very difficult when the attacks come in various forms of personal and professional aspects, they are still optimistic and fighting even if they have their backs against the wall.

This study looked at how the COVID-19 outbreak and the motivational factors in The Daily Star were related. Motivation coordinates and organises an individual's whole psychological and physical activity in the direction of the predetermined goal. From among the variety of potential forms and targets of behaviour, it manifests as the choice or activation of a certain shape and target. Any individual person's performance is subject to change and variation. Employee motivation lies at the heart of their productivity at work. If a person is not sufficiently motivated, the outcomes are unsatisfying. Over-motivation frequently results in performance degradation, therefore the outcome is also unsatisfactory. When compared to over-motivation, proper motivation drives performance to its peak.

One of the most important components of a firm's success is its ability to motivate its workforce, as motivated workers will utilise other organisational resources, including material, financial, and informational ones, to perform well at work and accomplish goals. They become the centre of business management and its most crucial component, determining the success and competitiveness of the company.

When examining motivation elements in the context of motivation groups, it is possible to draw the conclusion that employee motivation in the financial sector changed in 2020. All of the incentive elements that had been investigated showed a significant decline in responder preferences. All of the working-field motivational indicators that were examined were at much lower levels than they were the prior year. When assessing whether there were huge

discrepancies between specific years, the incentive factor of job stability was shown to be clinically meaningful. The evolution of motivational elements in the area of relationships was greatly influenced by the year 2020. All of the motivational elements that were evaluated showed a decline in respondent preferences.

The central concept of this research is the discovery that COVID-19 has had an impact on the field of human resources management, particularly on employee motivation, in addition to other effects. Managers tasked with developing motivational programs must be aware of this reality and account for how employee preferences have changed. The study is subject to the following restrictions. The first is the threat of the COVID-19 epidemic spreading and its implications for the economy of the country. If the epidemic lasts a long time, many employees could be in danger. The Daily Star's capacity to bounce back from financial difficulties and reestablish itself on the market, supposing the epidemic has put an end, is the second restriction. It has to do with keeping on board current staff. Future studies should include medium-sized and big businesses as well and determine whether there has been a statistically significant shift in the area of job motivation. Competition today functions on a national scale as well as a regional one, and as a result of globalisation, it is becoming increasingly international.

3.5 Recommendations

With all the discussion aforementioned, it is arguably advisable that The Daily Star did and is still doing it policywise for the betterment of its employees. If we consider the initiatives they had taken during the Covid-19 crisis we would find all the factors are pointing towards policy making and implementation steps to sustain its growth as well as keeping a good eye on employee satisfaction. By implementing applications like liberty they had enabled employees to work from home and many of the leading newspapers failed to do so. We could see that from last year the Covid-19 restrictions have been lowered by the government but the habit of people

didn't change overnight. Still, the newspaper industry is fighting for print recovery. But The Daily Star is also focusing on gaining its digital dominance in the market so that it can sustain its institutional and employee growth. To keep the sound mental health of its employees, the institution has implemented many financial and administrative diversified policies. They even started paying full bonuses this year and no employee was stripped down from his/her benefits because of the Covid-19 financial crisis. The practices of Covid-19 have also enabled the company policymakers to think a bit differently like any employee is permitted to work from home in special cases and considering his/her condition which wasn't a usual practice before.

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