

Antecedents of Job Satisfaction in Pakistani Media Organization

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Abstract

The primary aim of this research was to analyze the impact of Job Security, Rewards and Editorial Autonomy on Job Satisfaction levels of television (TV) journalists of Pakistan. Purposive sampling method was employed using an adapted questionnaire to make quantification of data more conceivable and data was collected from 154 TV journalists working in private television channels of Rawalpindi and Islamabad, Pakistan. The data was analyzed using correlation and regression analysis. The impact of Job Security on job satisfaction were found to be most significant followed by Rewards and Editorial Autonomy. This research helped in identifying individual perceptions of TV Journalists contributing towards their job satisfaction and concluded that in order to increase the job satisfaction, job security is the most critical factor to be considered. Private TV channels while employing TV journalists need to take into account the factors highlighted in this research in order to contribute towards the overall effectiveness of the organization as a whole.

Key words: Job Security, Rewards, Editorial Autonomy, TV Journalists, Private TV Channels, Pakistan.

Introduction

Private news media in Pakistan has become very powerful since its establishment and mushroomed growth in the country. According to PEMRA (2015) more than 80 channels are functional in Pakistan. On the one side this speedy growth has brought a lot of job opportunities yet on the other side the dissatisfaction on their jobs of the news workers in the TV channels are also seen. As Massey and Ewart (2007) explained that in any profession job satisfaction is very much important, however, it is more important when we talk about media. So this study is first of its kind to investigate whether job satisfaction is correlated with salary, rewards and editorial autonomy among news workers of Pakistani TV channels. The findings will help by providing insight into the working environment of news TV Channels. So in this study the researcher aimed to unveil the hidden factors that influence job satisfaction of news workers and what are the things that caused dissatisfaction during their job.

According to a report of International Media Support (2009) factors that determine the working condition of the journalist depend on the form of the media, its reader, dialect and its size. If we talk about financial factors, there's a vast difference between print journalist and TV journalist and other electronic personnel, like a TV worker earns up to 100,000 rupees monthly. The wages of the significant journalists and reporters are higher as compared to other electronic employers and workers on contracts. Print media reporters not only have minimum wages, but also have no clear contracts and irregular payment of wages. In print media, minimum wage a regular employer is earning is 10 thousand rupees per month officially and if the platform is some large newspaper this range goes to 15-20 thousand rupees per month. Wages in English and national papers are higher as compared to other newspaper. In rural areas, mostly local newspapers hire news reporters as freelance. These reporters are not paid well and they face problems in legal matters and no financial insurance is provided to them. Journalists working for local newspapers have no proper journalism education and during assignment training is also not given to them. At the time of need, very low paid people are selected for instance school teacher, etc. the salary of these journalists also depend on their journalistic skills and English fluency. The urban elite media depute journalists from different background and mostly columnists are arm retired officers, government servants, academicians and intellectuals, who are well off and from middle upper class with good qualification and financial background. These people are hired due to their family background in the area and affiliation with local groups. These people can provide newspapers hidden information on the basis of their contacts. In Pakistan, conflicts or politics news beat is not considered appropriate for female reporters. Usually cultural and social issues are assigned to female, despite the fact that a great number of female reporters are working in large urban and national media, and particularly in the electronic media (International Media Support, 2009).

Media organization assign news beat to reporters without paying them salary and no such contract is signed. With salaries, even the expenditure is too not given to reporters (Madni, 2011). Another dilemma is that reporters are not given salary by the news organization but paid by some other organization as a monthly stipend to meet their expenses during covering ad reporting (Babar, 2010).

No specified mechanism is designed to pay reporters in local media organizations and reporters perform their duties with any financial benefit or incentive. Although it was considered a job for jobless but not as proper profession. Therefore, many news reporters or journalists do part time job or run their business with reporting to meet their expenses (Ponkey, 2013). A shift was observed when print media jumped into electronic media and started their TV channels and same local correspondents were appointed to work for TV channels with newspapers as well. In this way, same journalist work for both media.

Media is growing in Pakistan very speedily, however on the other side a report published in daily The Express Tribune (2014) revealed that for journalist Pakistan is declared on of the most dangerous country not only due to the personal security and external threats but also the job security crisis in the country. In Pakistan the media professionals perform their job without ant job security and salaries and media organization in Pakistan refused media code of ethics which are universally agreed (Ziauddin, 2012). They face life threats and during the war or conflict coverage, their security is not assured by the media organization.

Job satisfaction is a very complex phenomenon as there are many variables that affect one person's job satisfaction level. Some theorist explained that salary is one of the major variables that directly affect job satisfaction. However, some literature revealed that autonomy in work, particularly in media directly influences job satisfaction. Therefore, this complex phenomenon of job satisfaction needs attention to be addressed so that deeper insight may help to understand the working environment of Pakistani private news media.

Literature Review:

Bergen and weaver (1988) described job satisfaction as “The behavior of an individual for his or her job”. Beam (2006) explained that the elementary unit of a prosperous organization depends on satisfaction level of the journalists can be the major cause for job dedication, revenue & efficiency, which affect on institutional level as well as organization personally.

Dissatisfaction of the worker, increase the chance of more Stressed, most of the time stay absent from work and may quite from the job (McQuarrie, 1999). However the satisfaction can support the journalists to work with more focused and motivated toward their profession in an organization. Absentees and job quitting are common in unsatisfied worker (Chang and Massey, 2010).

Many theorists categorized the Job satisfaction. Motivation-hygiene theory Herzberg et al (2012) describe that intrinsic factors like an accomplishment, appreciation and progression and extrinsic factors like salary, rank and work environment, affect the job satisfaction (Stamm and Underwood, 1993). Ryan (2009) narrated that journalistic responsibilities are affected by intrinsic factors (editorial autonomy and job achievements) and extrinsic factors (salary and boss) however Chan et al. (2004) narrated that extrinsic satisfaction achieve by tangible rewards like salary and fringe benefits and intangibles rewards as work autonomy and competitive job are responsible for intrinsic satisfaction.

Studies have exposed that job security is one of the absolute elements and most important feature of motivation-hygiene theory in retention rates of journalists. Ryan (2009) narrates that utmost preference of the employees was job satisfaction out of thirteen other choices in an internet based assessment of American Journalists. The same results was concluded in another

study by Bergen and Weaver (1988) that the media employees working for micro enterprises would give preference to job security over a higher income.

It is proved that the major element of the job satisfaction is journalistic autonomy and freedom of expression which is the fundamental feature of the motivation-hygiene theory in Weave and Willnat's compilation.

Beam (2006) described that as one's independence in decisions related to the job is Autonomy. He illustrated the fact that "control not only comprises of freedom of expression in a person's job, but also the individual's prospect to take part in far-reaching managerial strategies".

The most important aspect in all the studies related to the job satisfactions is journalist autonomy and freedom of expression (Weaver and Willnat 2012), especially for American Journalists (Chang and Massey, 2010). Pollard's Study (1995) quoted by Beam (2006) that If journalists are given power, independence in the job and more freedom of expression, the work contentment increases and categorized these as trademarks of professional control (Beam, 2006)

In American micro-enterprises (newspapers), the most important indicators of job satisfaction for journalist is to given chance to the journalist to pick which stories to report and freedom to focus on the field of their choice (Bergen & Weaver, 1988).

Weaver (2007) stated that the intrusion of "outside agents" is the most objectionable influence on journalistic autonomy. Especially government representatives who try to govern the news stream and manipulate the right to evidences and facts. Making the news profit oriented and decomposition of the wall between a newspapers company's business and journalistic processes give the severely impact on the journalistic autonomy. The right of reporting choices will be accepted and company's commercial demands will conflict with journalist's freedom of expression when doubts are provoked by journalist (Weaver et al., 2007).

The effort or pressure that can blow up as an end result of absence of journalistic independence is part of a larger rigidity that journalists have to deal with between their principled and actual expectations about their careers and their media organizations

Countryside Journalists do not even get their wages was exposed in recent surveys. Similarly Condition of Metropolitan journalists is also not great. Only thirty four percent of journalists are compensated according to wage award, however sixty six percent of the urban journalist are bound to work on impermanent and contractual bases similarly gross salary of five to eight thousand rupees per month award to forty four percent merely. Approximately fifteen percent of the metropolitan journalists get more than eight thousand rupees and countryside journalists must get the regular employments.

Definitely income, basic facilities and professional trainings make them an expert journalist and result in the betterment of companies' business that must be given by the news corporations (Anas, 2010).

Hypotheses

H₁ : Job security has a positive association with Job Satisfaction.

H₂ : Organizational Rewards have a positive association with Job Satisfaction.

H₃ : Editorial Autonomy has a positive association with Job Satisfaction.

Methodology

Quantitative examination was employed to direct this research investigation due to significant amount of participants. To make the quantification of data more conceivable, questionnaire technique was selected. Besides this, utilizing questionnaire is the common economical approach for assembling information from possibly broad number of respondents in a short span of time. The target populations in this study were secured from news TV workers of private news TV channels having offices in Islamabad/Rawalpindi. Purposive sampling technique was applied and 200 questionnaires were distributed in different channels of Islamabad/Rawalpindi out of which 154 responses were received. The study adapted as many researches related to credibility of media are already in use in different parts of the world. Five points Likert scale was used from strongly disagree (1) to strongly agree (5).

Results and Discussions

Descriptive statistics values of different variables under study are given in the table below. The tables include the Minimum, Maximum and Mean values.

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
JOB_SATISFACTION	154	1.00	3.50	1.6006	.65462
JOB_SECURITY	154	1.00	2.83	1.4286	.56459
REWARDS	154	1.00	4.00	1.7545	.55614
EDITORIAL_AUTONOMY	154	1.00	3.50	1.5108	.57741
Valid N (list wise)	154				

Correlations (N=154)

	Job Satisfaction	Job Security	Rewards	Editorial Autonomy
Job Satisfaction	1			
Job Security	.780**	1		

Rewards	.519**	.271**	1	
Editorial Autonomy	.735**	.751**	.288**	1

** . Correlation is significant at the 0.01 level.

The above mentioned Correlation matrix shows the strength and association among variables. As suggested by (Sekaran, 2003), the correlation matrix shows the magnitude of the relationship among variables which can be positive or negative. Weak to strong correlation is reflected from the values obtained. Job satisfaction and job security were found to be most strongly correlated with the correlation value of (r= .780, p = 0.00) and the weakest correlation was found between Rewards and Job security with a correlation value of .271.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.863 ^a	.745	.740	.33372

a. Predictors: (Constant), EDITORIAL_AUTONOMY, REWARDS, JOB_SECURITY

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	48.860	3	16.287	146.241	.000 ^b
	Residual	16.705	150	.111		
	Total	65.565	153			

a. Dependent Variable: JOB_SATISFACTION

b. Predictors: (Constant), EDITORIAL_AUTONOMY, REWARDS, JOB_SECURITY

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients		T	Sig.
	B	Std. Error	Beta			
(Constant)	-.320	.103			-3.109	.002
JOB_SECURITY	.561	.073	.484		7.732	.000
REWARDS	.361	.051	.306		7.092	.000
EDITORIAL_AUTONOMY	.322	.071	.284		4.510	.000

a. Dependent Variable: JOB_SATISFACTION

Regression analysis was conducted to analyze the hypothesis statements 1, 2 and 3, which include the impact of Job Security, Rewards and Editorial Autonomy on job satisfaction. As per (Sekaran, 2003), the association among the variables is tested using regression analysis. This test also helps to analyze, how much change in the dependent variable is caused by different independent variables. The table given above contains the results of the analysis.

These results imply that job security, rewards and editorial autonomy have a significant positive influence on the job satisfaction. As per (Cronk, 2012), the value of t-statistics should be significant. For job security, the t-value is 7.732 and p-value is 0.000 which signifies a positive significant relationship between Job Security and Job Satisfaction. For rewards and editorial autonomy, the t-value is 7.092 and 4.510 respectively, and p-value for both the variables is 0.000 which signifies a positive significant relationship between rewards and Job Satisfaction and editorial autonomy and job satisfaction.

The model summary table depicts the value of R square which is .745 that replicates the variation is caused by the independent variables on dependent variable (Cronk, 2012). Adjusted R square indicates the population, so its value is smaller than the R square which is .740. Therefore, sufficient support is provided by all the results for the acceptance of the hypothesis. In the above Table the value of beta describes the impact of change occurred by in one unit of independent variable that result, significant influence on the dependent variable (Sekaran, 2003).

Discussion

The results obtained in the study give a considerable support for the hypotheses that are stated earlier. So the findings and the outcome of this study supported the work of the earlier researchers and theorists. The results acquired discovered that Job security has a significant positive relationship (having B value of .561) and plays a critical role in determining the job satisfaction levels. These findings completely support and pursue the previous researches conducted by (Ryan 2009) who established a positive significant link between Job Security and Job Satisfaction of journalists. Also, Rewards and Editorial Autonomy were found positively significant with Job Satisfaction having B values of .361 and .322 respectively. The results of this overall research are consistent with work done by Bergen and Weaver (1988) who argued that Job Security is to be considered as one of the most crucial variables determining Job Satisfaction levels of journalists over other variables.

Adding up, the selected sample was chosen from Pakistan, where social, cultural and morals are comparatively distinguished in power distance (Hofstede et al, 2004). In this regard, with such backgrounds the workers of the media consider confused themselves and disconnected.

In the competitors work environment, the institutions and organizations highly desire creative ideas from their workforce and it is only coming true if their employees are satisfied with their job environment (George, 2007). So the findings of this study clearly indicate the priorities for the satisfaction of the journalists about their job and work environment. This study brings the great significance both in theoretical and practical implications for the practitioners as well as academicians. Therefore, the results of this work to connect the literature with the empirical support that when the organizations are giving support to their workers. Then this

supportive environment enables them to give their best in return and that also increase their level of job satisfaction (Pearce & Huang, 2012).

Limitations and Future Research

Due to the time constraint and lack of resources, there are some limitations however some important areas for the future researchers are presented. With the cross-sectional data when results are analyzed the reverse causality cannot be excluded. However, this issue is fully addressed by the help of finding support and testing for fundamental associations of the essential explanatory method. In addition to that the sample is selected from the employees of the private news TV channels from the twin cities, Rawalpindi and Islamabad so there was a high possibility of homogeneous audience so the results might not be applicable to the other corporate organizations and institutions.

Besides the results of the study, there are some more related factors can be accessed that have directly or indirectly impact on the job satisfaction as Colquitt et al. (2002) explored climate of justice can be a powerful factor for the job satisfaction or interpersonal justice (Donovan et al., 1998) or interpersonal treatment may have an impact on job satisfaction of TV Journalists.

Conclusion

In Pakistan, the media is penetrating at a rapid pace and the numbers of new Pakistani news channels have been increasing. On the other hand, the level of job satisfaction of TV Journalists is a critical component to be explored. As per the findings of the current research, Job Security is found to be the most important component determining the job satisfaction levels. As journalists are considered an essential part of the Media system of any country and this is important because directly or indirectly they affect the national economy of the country. In this regard job stability and satisfaction is indispensable and vital. Therefore, job security should be considered as the most important factor for TV journalist's satisfaction and retention at their jobs so that they can contribute towards effectiveness of the organizations as a whole.

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