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## THE PERCEPTION OF MEDIA PROFESSIONALS TOWARDS THEIR JOB SATISFACTION IN PAKISTAN: MYTHS AND REALITIES

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### Abstract

The aim of this study is to assess the job satisfaction of media professionals in their respective media organizations of journalism in Pakistan. This study also reveals the factors which create job dissatisfaction among journalistic community. The researchers collected data from Lahore-based 82 media professionals employing a survey technique. A questionnaire comprising of 20 close-ended questions was distributed to measure the level of their job satisfaction and factors of dissatisfaction. Both descriptive and inferential statistics methods were used to find out accurate and objective results of the data. For the hypothesis testing, the researchers used chi-square test for contingency to determine the relation between the set variables. The study revealed that Lahore based journalists were dissatisfied in their job due to contractual job status, political influence in news contents, lack of job security under provision of gratuity and provident fund, advertisement collection along with news coverage, insufficient salary contrary to wage board standard, lack of financial or administrative support during any loss while news coverage, dishonesty in merit during promotion, need skill and training for confidence. The study justified the objectives, hypothesis and theoretical framework that there is a strong relationship among sufficient salary package, merit based job promotion, job security and financial support in case of any loss during coverage.

### Keywords

Dissatisfactory Factors, Job Satisfaction, Media Professionals, Myths and Reality, Inferential Statistics, Political Influence, Two-Factor Theory.



## **1. Introduction**

With the invasion of cross media culture at the start of new millennium (Peterson, 2003), journalism has become more demanding (Finkelstein, 2008), prestigious and powerful profession in Pakistan (Hargreaves, 2014). Being watchdogs of the society (Didier & Guaspere-Cartron, 2018), journalists in Pakistan have an important role to play in an emerging democratic setup (Caparini, 2004; Khan, 2009; Sahu, 2013). Majority of the common persons may think that journalists enjoy satisfaction in their job profiles (Deuze, 2002), but, factually speaking, the ground reality is altogether different from this perception. Journalists and other media workers in Pakistan face indifferent circumstances (Mafini & Dlodlo, 2014); related to their salary structure, job profile, organizational atmosphere and other job satisfaction parameters (Lee, 2017).

Job satisfaction is an important factor to assess the job performance of the employees in professions other than journalism (Loher, Noe, Moeller, & Fitzgerald, 1985; Reinardy, 2009; Tett & Meyer, 1993). Similarly, the job performance of the journalists is also directly proportional to the extent they are satisfied with their jobs (Judge, Locke, Durham, & Kluger, 1998; Weaver, Beam, Brownlee, Voakes, & Wilhoit, 2009). Job satisfaction was a psychological order among individuals who want to fulfill their wishes through their employment. The indicators to measure satisfaction (Travis, 2006); or its antonyms dissatisfaction are employees' effective

responses toward their jobs, supervisors, co-workers and work climates (Demers, 1994; Mushwana, 1998). Literature of organizational sciences reveals that devoted workforce is beneficiary for organizations (Tett & Meyer, 1993). Negative behaviors like absenteeism are less seen among satisfied workers and are more observable in dissatisfied workers (Judge *et al.*, 1998). Satisfied workers appear to be less vulnerable to suffer exhaustion during work (Faragher, Cass, & Cooper, 2013). Linkages of job satisfaction with organizational citizenship behavior are also observed (Kirkman & Shapiro, 2001; Moorman, Niehoff, & Organ, 1993; Williams & Anderson, 1991) which means that satisfied workers are always ready to do more than their jobs requirements (Cranny, Smith, & Stone, 1992).

### *1.1 Perception of Media Professionals*

Studies about job satisfaction among journalists have a historical route that can be traced five decades back in the history (Conboy, 2004; Kerrane & Yagoda, 1998; Ternes, Peterlin, & Reinardy, 2018). Samuelson (1962) conducted a study to explore the reasons behind the migration of journalists to other professions (Mertens, Standaert, d'Haenens, & De Cock, 2019); by examining thirteen areas related to their attitude towards job satisfaction (Ahmad, Ahmad, & Shah, 2010; Aziri, 2011; Elias, Smith, & Barney, 2012). Beam (2006) contributed that journalists attached with mainstream newspapers are less satisfied (Rodgers, 2013); as compared to those working

with smaller setups. Same is the case in Finland (Lindfors, 2020). Samuelson (1962) also contributed that low salary was one of the reasons behind leaving the professions like teaching (Curtis, 2012), nursing (Flinkman, Laine, Leino-Kilpi, Hasselhorn, & Salanterä, 2008) and journalism (Cushion, 2007; Reinardy, 2009). Johnstone (1976) analyzed two groups of journalists (category I- younger than 40 and category II- 40 and older) against their job satisfaction by comparing factors of professional standards, editorial constraints, gender, education, and concrete rewards such as salary. These factors were found correlated to satisfaction level as per the results of the study. The results of the study also contributed that editorial constraints were more acceptable for the older journalists as compare to younger ones (Deuze, 2005; Fink & Anderson, 2015) and low salary was the major reason of dissatisfaction among younger journalists (Reinardy, 2009). Following Johnstone (1976), different studies were conducted to explore job satisfaction of the journalists. These studies contributed varying factors on either a declining or inclining scales explaining their relationship with job satisfaction (Ng & Sorensen, 2008; Vigoda, 2000; Weaver *et al.*, 2009).

Weaver *et al.* (2009) conducted a survey to explore job satisfaction and the results showed an increased pattern in job satisfaction. The survey was distributed among 1149 journalists and as per results, 33.3% were very satisfied, 50% were fairly satisfied. The study explored correlations among

autonomy to select story assignments and job satisfaction. This study further examined that factors including pay; job security; stress and burnout and unfavorable work environment were the reasons behind leaving jobs among journalists (Paulussen, 2012; Reinardy, 2009, 2012).

Flores and Subervi (2014) conducted a study to explore the current working conditions and future prospects of Latino journalists working for any type of news media outlet. The results of the study indicated that work, advancement and growth were the leading motivation factors influencing US Latino journalists' job attitudes. Similarly, salary and relations with peers were the dominant "hygiene" factors influencing US Latino journalists' job attitudes. Literature regarding job satisfaction in journalism profession reveals similar patterns concerning autonomy. This factor is ranked importantly by US journalists with reference to their jobs (Bramlett-Solomon, 1993; Cook, Banks, & Turner, 1993; Demers, 1994; Hansen, Neuzil, & Ward, 1998; Powers, Faden, & Saghai, 2012; Stamm & Underwood, 1993). International studies also recommend its importance to journalists in Shanghai, China (Chan, Pan, & Lee, 2004), and Canada (Pollard, 1995). Weaver *et al.* (2009) argued that 'perceived autonomy' is a forecaster of the satisfaction of Chinese and Taiwanese journalists, and younger US journalists.

Chang and Massey (2010) provided a comparison of Taiwan and the US journalists on measures of job satisfaction, organizational commitment, and

turnover intentions. The study revealed cultural variables were important predictors of job satisfaction while similarities between the journalists were found for commitment and intentions of quitting (turnover). Reinardy (2009) conducted a survey among 715 journalists to assess the relations between job satisfaction of newspapers journalists and motivational (perceived organizational support, social support) and hygiene factors (work–family conflict, role overload, job demands). Results showed that satisfaction is dependent on perceived organizational support and social support while dissatisfaction is the result of work–family conflict, role overload, and job demands. Further, 25.7% of journalists were agreed to leave newspaper-journalism and the primary reasons for leaving included restricted deadlines, long working hours and clashes between work and family.

### *1.2 Theoretical and Conceptual Framework*

According to the context of the study, the researchers based the study on the two-factor theory presented by Frederick Irving Herzberg. Tannenbaum, Weschler, and Massarik (2013) shared that the American Psychologist Frederick Irving Herzberg is one of the famous names in the field of business management. He proposed the motivation-hygiene theory in 1959 which is also called as the two-factor theory or the dual factor theory. This theory addresses the job satisfaction issues under two main factors. These factors are the motivation factors and the hygiene factors. The

theory describes the growth, work itself, responsibility, achievement, advancement, and recognition as the motivational factors whereas company policies and administrations, supervision, interpersonal relations, status, working conditions, job security, and salary are the part of hygiene factors. In this research, the variables professional training, high-ups' interference, professional ethics follow up, merit based promotions, and association pride are addressed as the motivational factors. The variables gender harassment, job status, job security, recruitment through proper channel, and income level are addressed under the hygiene factors category.

### *1.3 Research Objectives*

1. To explore job confidence level of media professionals regarding their salary structure.
2. To find out job security of media professionals in terms of temporary and permanent status.
3. To disclose pressure of administrator/seniors/high-ups in the news contents.
4. To measure job satisfaction on the basis of affiliation with their organizations.
5. To find the relation between job satisfaction and organizational advertisement expectations.
6. To measure their perception regarding wage board standards and salary satisfaction.

7. To find out the organizational support towards the journalists' losses during coverage.
8. To evaluate their satisfaction on the basis of job hours and office timing.
9. To assess the perception of media professionals regarding job promotion criteria and hiring process in the media organizations.
10. To measure the views of the journalists about job gratification on the basis of the requirement of more skills and professionals training.

#### 1.4 Hypotheses

**H1:** The media professionals look for other job when they are not satisfied with their salary.

**H2:** The merit based job promotions structure in media may lead to job satisfactions of media professionals.

**H3:** The media professionals are satisfied when their job is secured under provision of gratuity and provident fund.

## 2. Research Methodology

For this study a survey was conducted to measure the job satisfaction of the media professional regarding their jobs in media organizations in Pakistan. A questionnaire comprising 20 closed-ended questions was distributed among the 100 Lahore based journalists, while the response ratio

was 82% percent. Data was collected through random sampling technique to draw the appropriate representative of the population. The both descriptive and inferential statistics were used through SPSS to find out accurate and objective results of the data. For the hypothesis testing, the researchers used chi-square test for contingency to determine the relation between the variables.

## 3. Results and Discussion

**Table 1.1: Demographic Characteristics of the Respondents**

Sr.#	Demographic Characteristics	Description of Characteristics	F	%
1.	<b>Gender</b>	Male	71	86.6
		Female	11	13.4
		<b>Total</b>	82	100
2.	<b>Age (years)</b>	20-30	44	53.65
		31-40	29	35.37
		41-50	8	9.76
		Above	1	1.22
		<b>Total</b>	100	82
3.	<b>Education</b>	BA	11	13.4
		BSc	1	1.2
		DAE	2	2.4
		MA	48	58.5
		MSc	5	6.1
		MBA	2	2.4
		M. Phil	13	15.9
		<b>Total</b>	82	100
4.	<b>Marital Status</b>	Married	31	37.8
		Single	51	62.2
		<b>Total</b>	82	100
5.	<b>Income</b>	15-25	9	10.98
		26-35	10	12.20

<b>(Monthly)</b>	36-45	5	6.10
	46-55	2	2.43
	Above	11	13.41
	Didn't mentioned	45	54.87
	<b>Total</b>	82	100
<b>6 Experience (years)</b>	Least than 1 year	1	1.21
	1-5	20	24.40
	6-10	31	37.81
	11-20	13	15.85
	Above	2	2.43
<b>Total</b>	Didn't mentioned	15	18.3
	<b>Total</b>	82	100

The table 1.1 shows the demographic characteristics of the respondents that total 82 journalists filled the questionnaire in which 71 of them were male and 11 were female working journalists in Lahore. The results show that majority of the respondents fall into the age group of 20 to 30 years old (53%) while 31 to 40 years old were (35%) of the total sample. The table shows the qualification of the media professionals that majority of them were Masters qualified (58%), perusing Master of Philosophy (15%) whereas, (13%) were Bachelor degree holders. Among the media professionals, unmarried were (37%), while married were also (37%). The results also explored the monthly income of the journalists of Lahore based journalist that (10.98%) of them are working on 15 to 25, (12.20%) on 26 to 35, (6.10%) on 36 to 45, (2.43%) on 46 to 55, (13.41%) have above 55000

salary package per month respectively while (54.87%) did not mentioned their package in response. The respondents were asked about their experience in the field, majority of them found having 6 to 10 years (37.81%), (24.40%) having 1 to 5 years, (15.85%) having 11 to 20 years of experience respectively, while (18.3%) did not mention their experience.

**Table 1.2: Distribution of the Respondents According to Family Members, Residency and Time spending with Families**

<b>Family Members</b>	<b>F %</b>		<b>Residency ownership</b>		<b>Time spend with family</b>		<b>F %</b>	
	F	%				F	%	
<b>0</b>	1	17	Family owned	4	54.	1-2 H	6	7
	4	.1		5	9			.3
<b>Two</b>	1	15	On rent	3	42.	2-3 H	2	3
	3	.9		5	7		5	0
<b>Three</b>	1	15	Sharing	1	1.2	Other	5	6
	3	.9					1	2
<b>Four more than 4</b>	2	25	Other	1	1.2	-	-	-
	1	.6						
<b>Total</b>	2	25		-	-	-	-	-
	1	.6						
<b>Total</b>	8	10	Total	8	100	Total	8	1
	2	0		2			2	0
								0

Table 1.2 illustrates the results of the respondents about their family member and residency ownership in Lahore. Among them, 17.1% have not family members, 15.9% have two and three

member-family, 25.6% of media professionals having four members and the same ratio for 25.6% of the sample having more than 4-member family. The results also illustrated the residency information of the respondents that 54.9% have their family own living home residency, 42.7% found living in rent houses, 1.2% in sharing residencies whereas, 1.2% of the sample found living in government allotted house in Lahore city. The table also demonstrated the spending duration to their families that 7.3% of the respondents found spending 1 to 2 hours, 30.5% spending 2 to 3 hours while, 61.2% of the sample found giving time more than 3 hours to their families.

**Table 1.3: Distribution of the Respondents according to Level of Media and Nature of Job**

Level of Media	F	%	Nature of Job	F	%
International	5	6.1	Reporting/Production	4	50.
National	7	89.	Editing	2	29.
Regional	3	3.7	Administration	4	3
Local	1	1.2	Photography/Camera man	5	6.1
-	-	-	Free Lancer	2	2.4
-	-	-	Other	1	1.2
Total	8	100	Total	9	11.0
	2			2	

The above table showed the level of media and nature of jobs in different organizations at Lahore. Majority of the sample found working for national media (89%), 6% with international media, 3.7% with regional and 1.3% found working for local

media organizations in the Lahore. The results also illustrated the position of the respondents in these organizations that 50% of respondents found working as reporters and producer, 29.3% working as editor, 6% as an administrator, 2.4% engaged as photographer and cameraman, 1.2% freelancers and 11% in other technical and creative working in the different organizations respectively.

**Table 1.4. The Comparison of the Opinion of the Respondents Regarding Organizational Agenda and Instructions to Journalists**

	I follow my organizational agenda in news contents?	I am Bound of organizational instruction in covering the news
<b>N</b>	<b>82</b>	<b>82</b>
<b>Valid</b>		
<b>Missing</b>	<b>0</b>	<b>0</b>
<b>Mean</b>	<b>3.01</b>	<b>2.02</b>
<b>Median</b>	<b>3.00</b>	<b>2.00</b>
<b>Mode</b>	<b>3</b>	<b>2</b>
<b>Std. Deviation</b>	<b>.657</b>	<b>.647</b>

The table 1.4 demonstrated the comparative opinion of the respondents about following agenda and instructions of the organizations while filing the news stories. The mean, median and mode score shows that they were following the agenda and instructions of their organizations when compiling the news stories.

**Fig 1.1. Opinion of the Respondent According to the Job Security Under the Gratuity and Provident Fund**

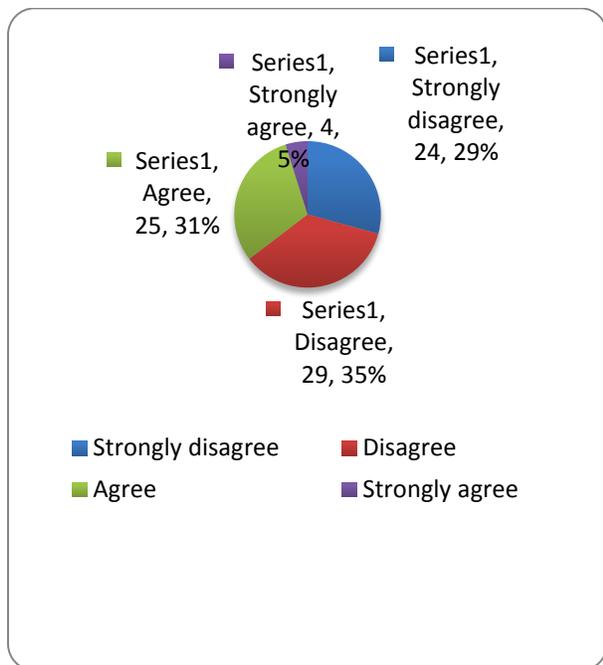


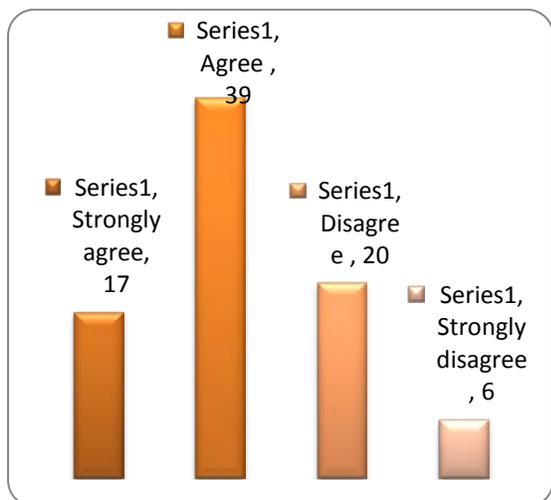
Figure 1.1 showed the views of the media professionals towards their job security under the gratuity and provident fund. Thirty-one percent of the respondents agreed and 5% strongly agreed that they job security while 35% among them disagreed, and 29% strongly disagreed with the notion that their job was not secured under gratuity and provident fund.

**Table 1.5. The Opinion Comparison of the Respondents Regarding Association and Public Perception about their Organization**

	I feel proud of introduction my association with my organization	Others have good views about my organization
<b>N</b>	82	82
<b>Valid</b>		
<b>Missing</b>	0	0
<b>Mean</b>	3.01	2.93
<b>Median</b>	3.00	3.00
<b>Mode</b>	3	3
<b>Std. Deviation</b>	.619	.624

The table 1.5 showed the comparative opinion of the respondents about the association and the public perception of their organization where they do job. The mean, median and mode score showed strong stance that they fell proud to introduce themselves with their organization name. It also exemplified that other people also have good views about their organization reputation in the society.

Figure 1.2 Distribution of the Respondents according to the Organization Expectation about advertisement



The result illustrates that out 82 media professional, 20 disagreed and 6 strongly disagreed whereas 39 were agreed and 17 were strongly agreed that their organizations expect advertisements from them while covering their beats.

**Table 1.6. The Opinion Comparison of the Respondents Regarding their Pay Standard and Salary Satisfaction**

Wage Board Standard	F	%	Salary Satisfaction	F	%
Strongly disagree	19	23.2	Strongly disagree	12	14.6
Disagree	34	41.5	Disagree	42	51.2
Agree	22	26.8	Agree	25	30.5
Strongly agree	7	8.5	Strongly agree	3	3.7
<b>Total</b>	<b>82</b>	<b>100</b>	<b>Total</b>	<b>82</b>	<b>100</b>

A query was asked about their pay that is it according to the wage board standard? Out of the sample 41% agreed while 23% strongly disagreed with notion that their pay was not according to the wage board standard of Pakistan. The table 1.6

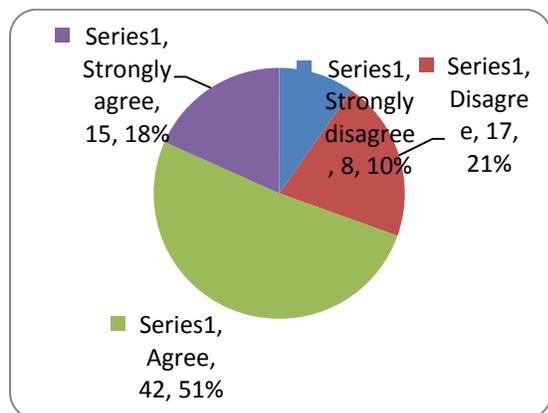
demonstrated the views of the Lahore based media professional regarding their salary satisfaction. Out 82, 54 respondents expressed that they were not satisfied, while 28 were of the view that they were satisfied with their salary.

**Table 1.7. The Opinion Comparison of the Respondents regarding Duty Hours and Perception about their Office Timing**

	My duty hours are strict as compare others professions	My office timings are suitable to me
<b>Valid</b>	82	82
<b>Missing</b>	0	0
<b>Mean</b>	2.23	2.89
<b>Median</b>	2.00	3.00
<b>Mode</b>	2	3
<b>Std. Deviation</b>	.934	.754

The Table 1.7 illustrated the comparative opinion of the respondents about association and the public perception of their organization where they do job. The mean, median and mode score showed strong stance that their duty hours were not strict as compared to other professions. It also demonstrated that their office timing was suitable to them.

**Figure.1.3. Opinion of the Respondents to join other Organizations**



The figure 1.3 showed that the employees of the media organizations did not enjoy the work of their respective organizations and most of them want to join another alternate media organization. The survey result illustrates that 51% of media employees agreed the notions that want to join another organization.

**Table 1.8. The Opinion Comparison of the Respondents regarding need more skills and their Professional Training**

Need more skills	F	%	Require professional training	F	%
Strongly agree	32	39.0	Strongly agree	47	57.3
Agree	42	51.2	agree	27	32.9
disagree	7	8.5	disagree	6	7.3
strongly disagree	1	1.2	strongly disagree	2	2.4
Total	82	100	Total	82	100

The table 1.8 exemplified the perception of the media workers regarding their skills and views for the other journalists training. Among them, 51.2% agreed and 39% were strongly agreed that they need more skills for their job. While 90% of media professionals found of the view that the journalists

require more professionals training for their job in the media organizations.

### 3.1 Hypotheses Testing

**Table 1.9. Chi-square test for association: Journalists interest in other job and salary satisfaction**

Variable	Chi-square	Df	p-value	Conclusion
Pearson chi-square	14.255	9	.000	Significant
Total respondents	82	-	-	-

The result of the Pearson Chi-Square showed significant relation between the two variables that the journalists will look for other job when they are not satisfied with their salary. The tables illustrated statistically significant results with  $p=.000$ , that journalists will be satisfied when their salary package is attractive, which fulfill their daily expenses.

**Table 1.10. Chi-square test for association: Merit based promotion and job satisfaction**

Variable	Chi-square	Df	p-value	Conclusion
Pearson chi-square	10.313	3	.000	Significant
Total respondents	82	-	-	-

The table 1.10 statistically proved that when there will be merit based job promotion in the media organizations, there will be job satisfaction. The  $p=.000$  shows significant relation between the variables about the job satisfaction among the media professional that the merit based job

promotions in the media will lead to job satisfactions of media professionals.

**Table 1.11. Chi-square test for association: job satisfaction with job security**

Variable	Chi-square	Df	p-value	Conclusion
Pearson chi-square	4.197	9	.000	Significant
Total respondents	82	-	-	-

The results exemplify the significant association between job satisfaction and job security. The Pearson chi-square test  $p=.000$  shows that when there is job security under provision of gratuity and provident fund there will be job satisfaction among the media professional other than vice-versa.

#### 4. Conclusion

The purpose of this study was to examine job satisfaction level of media professionals and different factors that contribute towards dissatisfaction among them. This study has a basis on the Two Factor Theory (also called Motivation-Hygiene Theory). The factors analyzed in this study were salary structure, promotion criteria and job security among media professionals. To measure these factors, the researchers focused on a set of various characteristics attached with these factors. The findings showed that job satisfaction level among journalists was highly dependent on their salary structure, merit based promotion criteria and job security. These findings in a way can be contributed to Motivation- Hygiene

Theory. This study has the significance to understand catalysts behind professional contribution among the media professionals. This study has its limitations as well because the results are generalized from a sample of only 82 Lahore based media professionals. Despite the limitations, the study provided an understanding about job dissatisfaction factors among media professionals in Pakistan. Especially the study has its significance for media conglomerates in Pakistan to have more satisfied media workers for more objective production by focusing on their salary structure, a merit based promotion criteria and other benefits. Previous studies also explored a similar kind of pattern about job satisfaction among journalists and suggested contributing factors like autonomy to select and report stories, helping people, editorial policy, and the esteem of the newspaper, salary, benefits, job security, and an unfavorable work environment (Weaver *et al.*, 2009).

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