JOB SATISFACTION AND ADVANCEMENT OF MEDIA PROFESSIONALS

*S. G. Raghavendra **Dr. H. R. Jayamma and ***Dr. B. P. Mahesh Chandra Guru
*Assistant Professor and Head, Department of Communication and Journalism, Maharani's
Arts College for Women, Mysore, Karnataka State, India.
**Professor, Department of Education, Bangalore University, Jnanabharati Campus,
Bangalore, Karnataka State, India.
*** Professor, Department of Studies in Communication and Journalism, University of
Mysore, Manasagangotri, Karnataka, India.

ABSTRACT

The job satisfaction and advancement of media professionals are primarily discussed in this article based on qualitative research method. The media of communication play an important role in a civil society. In a democracy, media are considered as the fourth estate. The media professionals are also entitled to autonomy, freedom, responsibility, job security, job satisfaction and job advancement opportunities. The media professionals should also be treated with respect and concern by the owners and civilians. The professional status of journalists within the organizations also affects the job satisfaction. The size of the media organization, reputation of the institution, financial security and professional status also has great impact on the job satisfaction of media professionals. The professional aspirations also contribute towards job satisfaction of the media professionals. The media professionals derive better job satisfaction when the professional excellence and accountability increase in the media institutions. The media have focused their attention on the young and talented professionals and carried out systematic advertising campaigns to sell the industry to young people. Adequate job advancement opportunities and facilities would enrich the human resources and minimize the operational complexities. Scholars have also dealt with the job characteristics as predictors of job satisfaction and advancement across the globe. Empirical studies have revealed the convergent support for the causal effects of task significance on job performance and provided novel insights into the relational mechanisms and boundary conditions for these effects.

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Preamble

The media of communication play an important role in a civil society. In a democracy, media are considered as the fourth estate. The media provide constant linkage between the society and democracy. The media are also known as the informal universities across the globe. The media play a crucial role in the formulation of public opinion on several issues and concerns. The media play a significant role in today's society by providing a very wide range of information in a variety of ways. The media have become an all pervasive public service institutions. The media had begun their innings as a profession. In the age of globalization, the media have become profit oriented industry. The media strongly influence community attitudes, beliefs and behavior and play a vital role in all spheres of human life including the politics, economics and civil society. The media have always played a fundamental role in the development of democratic life by denouncing human-rights abuses anywhere they occur and promoting respect for human rights while remaining independent of the prevailing powers that would deny these rights. The job satisfaction and advancement of media professionals are primarily discussed in this article based on qualitative research method.

Media Professionals

The media professionals are not born, but they are made in the present competitive media business management. The media professionals are trained, equipped and prepared in the schools of journalism and mass communication across the globe. The media professionals are also required to function with a sense of social responsibility. The media professionals are well known as the angel guardians of public interest in modern society. The media set the agenda for good governance and development of the society. The media professionals play an important role in sensitizing various stakeholders of governance and development at different levels. The media professionals are also entitled to autonomy, freedom, responsibility, job security, job satisfaction and job advancement opportunities. The media professionals should also be treated with respect and concern by the owners and civilians.

Job Satisfaction and Job Advancement

Job satisfaction can be defined as the extent to which people like or dislike their jobs. This definition suggests job satisfaction is a general or global affective reaction that individuals hold about their job. Job satisfaction has been the focus of research and theorizing for many behavioral scientists over the past few decades. Recently great progress has been

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made regarding job satisfaction; important research conceptualization and theorizing have been developed. Consequently, the level of understanding of job satisfaction has increased substantially. Satisfaction as relating to one's job or membership in an organization has undoubtedly become an important topic of study in its own right.

The job satisfaction of journalists matter most in view of faith in the future of newspaper journalism, satisfaction inherent in personal duties, formal relations with management, congeniality of employing newspaper as arena for own career, quality of leadership and satisfaction with amount of salary (Samuelson, 1962:22). Job satisfaction of journalists has long been a concern of newspaper organizations across the globe. As a matter of fact, the employee satisfaction is related to the overall quality of a newspaper and to its ability to recruit and retain qualified and talented journalists. There is a paradox inherent in journalistic work - most journalists perceive more autonomy in smaller organizations, but most also want to work for larger organizations because of increased prestige and higher pay (Johnstone et. al. 1986:12). Job satisfaction can be regarded as the degree of harmony between journalists' internal, personally held news values and how they see these values being met in the newsroom (Bergen and David, 1988:03).

In electronic media, the task-oriented behavior is more effective in crisis situations where time is an extremely scarce resource. The relationship-oriented behavior is necessary to develop journalists to their fullest potential. The relationship and task-oriented leader behavior is related to success of attaining departmental goals; however, the stronger relationship was between relationship behavior and success (Powers, 1991:19).

The organizational culture and attitude of the leaders affect the job satisfaction of journalists and other media professionals. The perceptions about the business and journalistic goals of the employer affected job satisfaction and the quality of journalistic service automatically increases on account of increase in job satisfaction (Keith and Underwood, 1993:13). Similarly, the professional status of journalists within the organizations also affects the job satisfaction. The size of the media organization, reputation of the institution, financial security and professional status also has great impact on the job satisfaction of media professionals. A positive relationship between the two among top-level editors of U.S. daily newspapers is found on account of the status, power, and prestige enjoyed by the journalists (Demers, 1994:08).

The professional autonomy, authority and control over their work also affect the work environment and job satisfaction of journalists. Journalistic professionalism is related to satisfaction positively even after controlling for various organizational attributes (Pollard,

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1995:18). Most of the editors and journalists had liked their current jobs more than their previous ones and that their jobs met their expectations.

The newspaper advertising employees are not as dissatisfied as their editorial counterparts but they are the least satisfied of any group in the advertising industry (Pokrywczynski and Crowley, 1997:17). The professional aspirations, role models of journalism and beliefs about media roles in society are absolutely related to the job satisfaction of journalists (Chen and Wu, 1998:05). The perception of journalists about professionalism also matters in the context of media reforms and relationship between journalism and other social institutions (Lee, 2000:14).

The job satisfaction of media professionals also affects their job performance. They work well and enhance the professional efficiency, productivity and organizational commitment if they are satisfied with the job (Daniels and Hollifield 2002:07). Changes in the organizational policies and structure affect job satisfaction and found a general resistance among journalists toward such changes (Stamm and Underwood, 2002:23). There are some more related factors which directly or indirectly impact on the job satisfaction of journalists (Colquitt et al., 2002:06). The climate of justice can be a powerful factor for the job satisfaction or interpersonal justice or interpersonal treatment may have an impact on job satisfaction of television journalists according to these scholars.

In this study, rather than focus on the traumatically stressful experiences of war reporting which have been examined previously, we aimed to explore factors associated with occupational stress and job satisfaction in two distinct groups of media personnel assigned to work on the Iraq War (2003). The professional aspirations also contribute towards job satisfaction of the media professionals. The western media values have also affected the professionalism (Man et. al., 2004:15). The professionalism is also adversely affected by the commercialization of media in the age of globalization. Journalists derive more satisfaction if there is adoption of professional ethics and responsibility centered journalistic values and approaches (Anderson, 2004:01).

The trade publications have shown a downward trend in job satisfaction amongst journalists (Beam, 2006:02). The basic values and operations of journalism have changed due to liberalization of economy and globalization of media. The senior professionals are more critical than ever before over the recent trends and developments in the media news room under the new aspirations and approaches.

The rank-and-file news workers who perceive that their organization places a strong emphasis on business goals and priorities should be less satisfied with their jobs than

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supervisors who may have comparable views (Beam, 2006:02). The workplace demands, decision latitude and social support also contribute to positive and/or negative health outcomes in media personnel (Greenberg et. al., 2007:10). The conflict of interest between the business and professional goals has affected the media organization's professional aspirations. The media professionals derive better job satisfaction when the professional excellence and accountability increase in the media institutions.

The perceived organizational support and social support also create job satisfaction among the media professionals. The work–family conflict, work overload and job demands increase dissatisfaction among the professionals. The journalists intending to leave the profession are frustrated with fundamental issues that comprise an enjoyable work environment—support and encouragement (Reinardy, 2009:20). The form of the media, their readers, dialect and its size also determined the working conditions and job satisfaction of media professionals (International Media Support, 2009:11).

The 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 in Pakistan (International Media Support, 2009:11). The freelancers were more satisfied than the regular media professionals since they had functioned in a highly flexible and independent atmosphere (Ryan, 2009:21).

The media have focused their attention on the young and talented professionals and carried out systematic advertising campaigns to sell the industry to young people. Job satisfaction is a highly studied construct within the organizational behavior and psychology fields. The level of personal gratification from doing a job does impact the intention to leave the organization. The media professionals will change the organization if they are not paid and promoted well by the organizations concerned (Walker and Sorce, 2009:24).

In the new millennium, the social media have become a ubiquitous part of contemporary journalism. The pressure to keep pace in today's demanding new media environment has left many broadcast journalists feeling as though the quality of the on-air product is sacrificed due to the need to post to the web as quickly and as often as possible (Blye, 2012:04). The intrinsic and extrinsic categories, such as pay, job security, ability to help people, editorial policies, amount of autonomy and ability to influence public opinion also affect the job satisfaction of media professionals (El-Nawawy and Strong, 2012:09).

The media professionals in Nigeria had different levels of job satisfaction even though a majority of them had enjoyed job satisfaction. The management should review its rewards

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system with a view to making it more economically realistic from the employee's perspective (Oladipo and Onuoha, 2014:16). The media organizations should also periodically increase the salaries, wages and allowances of workers in accordance with the inflationary trend in the country to enhance the level of job satisfaction of the professionals. The job satisfaction is not yet a crisis, but there are growing concerns that could balloon if we don't face the issues at hand (Wenzel, 2015:26).

The media professionals play a crucial role in the development of media institutions in several aspects. They are also an essential part of the media management and contribute their mite for the development of media economy and national economy. Hence, job stability and satisfaction are indispensable and vital (Zulqarnain and Hassan, 2016:27). The public relations professionals have coped with the social media environment, managing workloads, work/life balance and other issues and concerns of media in the new millennium (Walton, 2017:25). In the age of globalization, media organizations are facing tough challenges and competition from their rivals. The job satisfaction of media professionals had correlated to certain facets of performance such as organizational culture, work environment, professional excellence and citizenship behaviors. The personal gratification was the strongest correlate of overall job satisfaction of the media professionals according to empirical evidence.

Job advancement and promotion are very important in all sectors of human life around the world. The job advancement basically involves identification of career development needs of media professionals and other employees in modern organizations. The job advancement involves the identification of new work culture, new working environment, new styles of functioning, new delivery systems, advanced technological applications, fulfillment of the capacity development needs of the personnel and creating new opportunities for better positions. The job promotion and job advancement has been found positively related with job satisfaction in modern media organizations. The public sector media organizations have limited resources and opportunities in contrast to private sector media organizations in promoting the career of professionals. The job satisfaction plays vital role in the performance of organization and also job promotion and job advancement are very vital for the media professionals and have multiple benefits for the media organizations.

The media professionals need the patronage of the corporate leaders, guidance of senior managers, orientation from senior professionals and moral support from the civil society since they encounter several challenges and threats under the changed circumstances. They naturally demand a more optimal work environment and job satisfaction. The working environment allows them to meet new challenges and expectations. The media professionals

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with different professional aspirations also derive satisfaction from different aspects of their job. The predictors of job satisfaction naturally operate in the same way regardless of the professional position of the journalists. It is not unusual to discover different perceptions of the same 'objective context' to discover that individuals in different jobs have different perceptions about characteristics of the organization. The role perception of journalists varies across job roles which affect the job satisfaction of journalists.

Conclusion

Modern institutions cannot function effectively and purposefully in the absence of job satisfaction and job advancement opportunities in the present times. Several experts have contributed various theories of job satisfaction in their works over a period of time. The job satisfaction contains an affective component (emotional state) and cognitive component (appraisal) of job satisfaction. Job satisfaction is an essential factor that affects employees' initiative and enthusiasm. Adequate job advancement opportunities and facilities would enrich the human resources and minimize the operational complexities. Scholars have also dealt with the job characteristics as predictors of job satisfaction and advancement across the globe. Empirical studies have revealed the convergent support for the causal effects of task significance on job performance and provided novel insights into the relational mechanisms and boundary conditions for these effects.

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