

**Autonomy and Perception of Work Quality
Drive Job Satisfaction of TV News Workers**

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Abstract

Self-determination theory says intrinsic and extrinsic motivations influence our goal-oriented behavior and determine satisfaction. For TV news workers, those motivations include deadlines, breaking news, multiple-screen obligations, competition and the desire to produce quality journalism each day. In this study of nearly 900 broadcasters, those with work autonomy and organizational support have a great deal of job satisfaction and say they are producing a high quality of journalism. Of the sample, 19% (n = 155) who said they intend to leave TV news within five years had significantly lower levels of job satisfaction, organizational support, autonomy and perceptions of work quality. The primary reasons for leaving the industry include salary, family issues and concerns about the quality journalism they are producing.

Key words: News broadcasters, job satisfaction, work quality, autonomy, self-determination theory

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At the end of a 6 p.m. Bangor, Maine, newscast on a Tuesday in November 2012, two anchors for an ABC affiliate decided to take a unified stand. "This will be Tony and my final show together on ABC 7," co-anchor Cindy Michaels told the audience. "We have loved every moment of bringing the news to you and coming into your homes with the stories of the community and the state," co-anchor Tony Consiglio continued. "Some recent developments have come to our attention, though, and departing together is the best alternative we can take" (Neff, 2012a).

News reports indicate that Michaels and Consiglio had grown dissatisfied with their lack of independence (Stelter, 2012) and management's lack of commitment to good, ethical journalism. "I just wanted to know that I was doing the best job I could and was being honest and ethical as a journalist, and I thought there were times when I wasn't able to do that," Consiglio told the *Bangor Daily News* (Neff, 2012a). "The general manager's philosophical beliefs played a role in what he wanted us to cover, or not cover," Michaels told the *New York Times* (Stelter, 2012). WVII station management denied the allegations (Neff, 2012a; Neff 2012b; Stelter, 2012).

Although the format in which Michaels and Consiglio resigned was unusual, journalists expressing their discontent with media employers are not. For more than 50 years, researchers have examined the influences of journalists' job satisfaction, which include issues such as professional standards, editorial constraints, salary, and promotions, to name a few (Samuelson, 1962; Johnstone, Slawski and Bowman, 1976; Weaver and Wilhoit, 1996; McQuarrie, 1999; Smucker, Whisenant and Pedersen, 2003; Hardin and Shain, 2005; Underwood and Bagwell, 2006; Beam, 2006). More specifically, previous research has shown that job satisfaction among TV news workers is contingent upon salary and job security (Ryan, 2009), producing quality journalism (Beam, 2006), a calm TV director (Owens and Infante, 1988), budgetary issues, good journalism (Foote, 1998), developing relevant stories, competent supervisors, creating news as an information outlet instead of a profit center (Price and Wulff, 2005), and support from the organization (Powers, 1991; Beam and Spratt, 2009).

Self-determination theory is a motivational theory that attempts to explain goal-oriented behavior (Deci and Ryan, 1985). In developing SDT, Deci and Ryan (1985; 2000) suggest that satisfaction occurs from intrinsic or extrinsic motivations. Intrinsic motivations encapsulate the idea that workers work for internal enjoyment or interest in an activity rather than tangible rewards. Extrinsic motivation is generated from pressure to do something instead of having a genuine interest in doing it, but can include tangible rewards (Deci and Ryan, 1985). Deci and Ryan (1985) write, "Self-determination often involves controlling one's environment or one's outcomes, but it may also involve choosing to give up control" (p. 38).

TV news workers contend with self-determination issues on a daily basis. Deadlines, breaking news, two- and three-screen work requirements, competition and a desire to produce good journalism are among the many intrinsic and extrinsic issues in developing on average five hours and 30 minutes of on-air news each day (Papper, 2012). As online and social media obligations continue to expand (Potter, Matsa and Mitchell, 2013), workload, work autonomy, support from the organization, and work quality are growing concerns.

The purpose of this study is to examine job satisfaction of TV news workers through the self-determination theory's intrinsic (autonomy, perception of work quality)

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and extrinsic (organizational support, workload) perspectives. Previous studies have demonstrated that diminished job satisfaction can result in employee burnout (Baruch-Feldman, Brondolo, Ben-Dayana and Schwartz, 2002), absenteeism, and job turnover (Liu, Spector and Jex, 2005), all coming at a financial cost to the organization. This study is also unique in terms of magnitude (nearly 900 TV news workers participated) and scope, looking beyond simple satisfaction to find influences of job satisfaction as well.

Literature Review

By many accounts, the study of job satisfaction among workers in organizations is a highly popular subject (Spector, 1997). According to Spector (1997), job satisfaction is an attitudinal variable contingent upon intrinsic (feelings of satisfaction toward a job) and extrinsic (pay, job conditions, supervision) measurements.

The lineage of job satisfaction research among journalists dates back 50 years beginning with Samuelson's (1962) work with journalism graduates. In his examination of journalism graduates between 1950 and 1961, Samuelson reported that 32% had changed careers, and journalists at larger newspapers (above 50,000 circulation) were less satisfied in their work than those at smaller papers. While salary was not a factor for those who were satisfied, professional experience and personal duties were (Samuelson, 1962). Journalists who left the profession cited poor leadership, and low pay, and did not see much future in it as a career.

About a decade later, Johnstone, Slawski and Bowman (1971) would lay the foundation for what would become a long tradition of journalism job satisfaction research. Their study of more than 1,300 journalists demonstrated that satisfaction among older journalists (40 and older) rested upon organizational acceptance of editorial politics (i.e. deadlines, editing, story selection). Johnstone et al. suggested that 20 to 25% of young journalists questioned their professional commitment, writing: "Dissatisfaction within this group does not seem to stem from economic opportunities, but job dissatisfaction for many young newsmen has to do more with professional considerations – discrepancies between journalistic ideals and day-to-day practices" (p. 154). Nonetheless, the commitment to remain in journalism was unwavering, as about 83% said they expected to be working in news media in five years.

During a 25-year span, Weaver and Wilhoit were the preeminent purveyors of journalism job satisfaction research. Their 1982-83 study set the tone by reporting that since the Johnstone et al. work, journalists who said they were "very satisfied" in their work dropped to 40% (down from about 49% in the Johnstone et al. study). Furthermore, for younger journalists (40 and younger), a prominent satisfaction predictor was their perception of their news organization's watchdog role of informing the public (Weaver and Wilhoit, 1986). The authors write: "Professionalism factors on the job – such as the importance of autonomy and the estimate of how well the employing organization is doing in informing the public – appear to have become stronger predictors of work satisfaction" (p. 101).

Between the Johnstone et al. study and Weaver and Wilhoit, little had changed in terms of the number of journalists expected to leave the profession within five years. However, the primary reasons for leaving in the Weaver and Wilhoit study included salary and benefits.

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A major job satisfaction shift among journalists occurred when Weaver and Wilhoit (1996) revisited the issue a decade later. About 27% of journalists reported being "very satisfied" with their work in 1992. In the two decades since the Johnstone et al. (1971) study, satisfaction had declined by about 45%.

Previously, Johnstone et al. (1971), and Weaver and Wilhoit (1986) reported that 61% of journalists said "helping people" was very important to their job satisfaction. "Editorial policy" had moved into the top spot by 1992, with 69% of journalists saying it was "very important." More stringent news policies and work autonomy among journalists were determined to be the cause for the shift (Weaver and Wilhoit, 1996). Weaver and Wilhoit (1996) attributed diminished autonomy to "internal, organizational factors" (p. 118). The intent to leave the newsroom within five years doubled from the 1982-83 study to 21%. Weaver and Wilhoit (1996) write:

Journalists in 1992 appeared to want to lead normal lives. They were less willing to suffer the dislocation and unpredictable schedules that were accepted by an earlier generation, especially in a competitive environment in which newsrooms were expected to do much more with fewer resources, and where there was little hope of professional advancement in an era of stalled growth (p. 118-119).

By 2002, journalists "very satisfied" with their jobs rebounded to about 33%, as again autonomy to select story assignments and choose what to emphasize in those stories were determinants of job satisfaction (Weaver, Beam, Brownlee, Voakes and Wilhoit, 2007). Higher levels of job satisfaction were also found among those who said their news organization was doing an "outstanding" or "very good" job of informing the public. Intentions to leave the industry within five years fell to about 17% in the Weaver et al. (2007) study. The primary reasons for leaving included pay, job security, stress and burnout, and an unfavorable work environment (i.e. deadlines and hours). However, reporters' satisfaction levels increased along with levels of perceived autonomy (freedom to select stories and freedom to choose what to emphasize in stories).

Beam (2006) reported that the most prominent influence on journalists' job satisfaction was when the news workers thought their employers were concerned with producing quality journalism.

In their studies, Weaver and Wilhoit specifically examined job satisfaction of TV news workers. Although in the 1982-83 study Weaver and Wilhoit (1986) reported that those in TV had similar satisfaction levels as the other journalists in the study (about 40% said they were "very satisfied"), that number dropped precipitously a decade later. Weaver and Wilhoit (1996) reported that only 19% of broadcasters were "very satisfied" in their work by 1992. By 2001, about 38% of TV news workers were "very satisfied" in their jobs (Weaver et al., 2007). Of the 1,000 journalists who participated in the Weaver and Wilhoit studies throughout the years, less than a third worked in TV news.

Several studies have examined job satisfaction among TV news workers. Berkowitz (1993) reported that the highest job satisfaction of TV news workers was among those who believed that journalistic values guided news development. Powers (1991) found that broadcast journalists were most satisfied in their jobs when they thought managers demonstrated "concern for the needs of subordinates" (p. 780). Price

and Wulff (2005) reported that men and women had similar overall job satisfaction levels but for women who have worked longer in TV news, job satisfaction declined. Additionally, Price and Wulff said men and women “were generally satisfied with the intrinsic aspects of their work, the parts that make it journalism” (p. 227). When examining extrinsic values (work environment), women were significantly less satisfied than men, citing workload and supervisor competence as the problematic issues (Price and Wulff, 2005). Ryan (2009) also examined intrinsic (autonomy and sense of accomplishment) and extrinsic (salary or boss) influence on TV news workers on staff and that of freelance workers. She reported that freelancers were more satisfied “with their ability to pick and choose assignments and the availability of work they like to do” (p. 656).

Self-determination theory

Self-determination theory builds on previous research that examined motivation's intrinsic and extrinsic models (Vroom, 1964; Porter and Lawler, 1968). People who find enjoyment and interest in doing an activity are intrinsically motivated. If someone is required or provided a tangible reward for doing an activity, extrinsic factors are at play (Gagne and Deci, 2005). Gagne and Deci (2005) write of extrinsic motivation: “... so satisfaction comes not from the activity itself but rather from the extrinsic consequences to which the activity leads” (p. 331).

Cognitive evaluation theory tells us that external factors (rewards, deadlines, evaluations, surveillance) diminish feelings of autonomy (Lepper and Greene, 1975; Smith, 1975; Amabile, DeJong and Lepper, 1976). However, CET also suggests that “feelings of competence as well as feelings of autonomy are important for intrinsic motivation” (Gagne and Deci, 2005, 332). Nonetheless, Gagne and Deci (2005) argue that CET as a theory of work motivation is flawed for several reasons, including much of the research was laboratory experiments and not organizational studies, and money as an extrinsic motivator is impractical because by nature most people have to work to earn money.

Self-determination theory extrapolates on the CET's notion of intrinsic and extrinsic factors. Gagne and Deci (2005) outlined distinctions between intrinsic autonomous motivation and extrinsic controlled motivation. Intrinsic motivation is part and parcel of autonomous motivation. Gagne and Deci (2005) write:

When people engage an activity because they find it interesting, they are doing the activity wholly volitionally (e.g., I work because it is fun). In contrast, being controlled involves acting with a sense of pressure, a sense of *having* to engage in the actions (p. 334).

More to the point, SDT contends that there is a continuous arch from controlled to autonomous that measures the level to which an external control has been internalized (Gagne and Deci, 2005). “The more fully it has been internalized, the more autonomous will be the subsequent, extrinsically motivated behavior” (Gagne and Deci, 2005). For an extrinsic motivator to become internalized, the individual needs to identify the value of the behavior and how it factors into his or her own self-determined goals. For instance, if a TV reporter is committed to investigative journalism, he or she will sometimes need to

rifle through mounds of legal documents to develop those stories. Although sorting through legal documents is not intrinsically interesting or fun, the commitment to the greater goal gives the reporter a sense of autonomy. Gagne and Deci (2005) write: "Specifically, the theory suggests that intrinsic motivation concerns experiencing activities as interesting and spontaneously satisfying, whereas autonomous extrinsic motivation concerns experiencing activities not as interesting but as personally important for one's self-selected aims and purposes" (p. 348).

Studies show that autonomous motivation (i.e. intrinsic and integrated extrinsic motivations) improves work performance, commitment and satisfaction of employees (Ryan and Deci, 2000; Gagne and Deci, 2005; Moran, Diefendorff, Kim, and Liu, 2012; Van den Broeck, Lens, De Witte, and Van Coillie, 2013; Hofmans, De Gieter, and Pepermans, 2013). In this study, job satisfaction will be examined through the lens of self-determination theory. SDT's intrinsic autonomous motivations in this study will be work autonomy and the perception of work quality. The autonomous extrinsic motivations in this study will be work overload and organizational support.

With the previous work in mind, the research questions and hypotheses examined in this study include:

RQ1: What are the job satisfaction differences between gender, professional experience, race and market size of TV news workers?

RQ2: How does job satisfaction correlate with autonomy, perception of work quality, organizational support and work overload?

H1: TV news workers who demonstrate high levels of autonomy and perception of work quality will have higher levels of job satisfaction than those with low levels of autonomy and perception of work quality.

H2: TV news workers with high levels of work overload and low levels of organizational support will have low levels of job satisfaction.

H3: TV news workers with low levels of job satisfaction, organizational support, autonomy and perception of work quality will indicate they are more likely to leave broadcast journalism compared with those with high levels of job satisfaction, organizational support, autonomy and perception of work quality.

Methodology

A 55-question survey instrument was generated to measure job satisfaction, autonomy, perception of work quality, organizational support and work overload. The four-section survey asked TV news workers about "Your job stress," "You and your work," "Your work responsibilities," and "Your background." The survey was confidential and the results were only reported as part of the whole. The study was reviewed and approved by the university's Human Subjects Committee.

Vocus marketing and public relations software assisted in developing an email database of 6,613 television broadcast news employees. Vocus search terms were "anchor, director, producer, executive producer, reporter, and sports." After removing duplicate emails, 6,177 potential respondents remained.

MaxBulk Mailer distributed email invitations to the respondents. After removing 939 "dead" emails, the sample size was reduced to 5,238. All 50 states were represented in the sample and market sizes ranged from No. 1 (New York City) to 209 (North Platte, Neb). Glendive, Mont., is the smallest market in the United States at 210.

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The survey was first emailed on May 30-31, 2012. The email invitation included a short explanation and invitation, and a SurveyMonkey.com Web survey link. Two additional email invitations were distributed to the respondents – one on June 18 and another on July 3.

The 887 usable responses out of 5,238 possible participants provided a response rate of 16.9%, which falls within acceptable levels for an Internet survey (Wimmer and Dommick, 2006).

Measurements

Overall job satisfaction

Hackman and Oldham (1980) provided the theoretical framework for Cammann, Fichman, Jenkins and Klesh's (1983) Michigan Organizational Assessment Questionnaire, which included a measurement for Overall Job Satisfaction. During a four-year period, Cammann et al. tested the models based upon more than 400 respondents in at least three different organizations. Overall Job Satisfaction was established "to provide an indication of the organization members' overall affective responses to their jobs" (p. 80). It is a three-question set to be answered on a 7-point Likert scale (1 = strongly disagree; 7 = strongly agree). The questions include: "All in all, I am satisfied with my job;" "In general, I don't like my job" (reverse coding); and "In general, I like working here" (p. 84). Harrison (1994) writes that the MOAQ is "the most useful and comprehensive standardized instrument" in measuring individual performance and quality of work life issues (p. 71). In this study, the Cronbach's alpha for overall job satisfaction is .88.

Autonomy

To measure autonomy of TV news workers, a four-statement scale was developed. Respondents were asked to respond to statements using a 7-point, Likert-like scale (1 = strongly disagree; 7 = strongly agree). The instrument includes such items as "I have the independence to develop new projects" and "My project ideas are mostly ignored at my station" (reverse coded). The Cronbach alpha for autonomy is .84.

Perception of work quality

Because determining work quality is a subjective proposition (Scott, Gobetz and Chanslor, 2008), TV news workers in this study were asked to respond to five statements about their perceptions of work quality using a 7-point, Likert-like scale (1 = strongly disagree; 7 = strongly agree). The measurement includes items statements such as "The work we do now is better than when I started here," "I sacrifice work quality to get the job finished" (reverse coded), and "My station's commitment to good journalism matches mine." The Cronbach alpha for perception of work quality is .80.

Perceived organizational support

Eisenberger, Huntington, Hutchison and Sowa (1986) wanted to measure an employee's commitment to his or her work organization and developed the Perceived Organizational Support (POS) scale. Eisenberger et al. set out to determine an employee's dedication to his or her employer. Their POS research emphasized an

organization's treatment of an employee and how employees perceive that treatment. If an employee has a positive perception of the organization, he or she would demonstrate support for that organization. The same can be said for a negative organizational perception. Eisenberger et al's POS scale has been utilized in more than 70 studies (Rhodes and Eisenberger, 2002). The nine-statement, 7-point Likert-like scale (1 = strongly disagree; 7 = strongly agree) included items such as "The organization strongly considers my goals and values," "The organization cares about my general satisfaction at work," and "The organization shows very little concern for me" (reverse coded). In this study, perceived organizational support registered a Cronbach's alpha of .96.

Role overload

Bucharach, Bamberger and Conley (1990) set out to develop distinctions between the role stressors of role overload and role conflict, and did so by refining the role overload scale developed by Beehr, Walsh and Taber (1976). Beehr et al. defined role overload as, "having too much work to do in the time available" (p. 42). Bucharach et al. defined role overload as "the professional's perception that he or she is unable to complete assigned tasks effectively due to time limitations (i.e., the conflict between time and organizational demands concerning the quantity of work to be done)" (p. 202). The three-statement, 4-point Likert-like scale (1 = definitely false; 4 = definitely true) includes statements such as "I don't have time to finish my job" and "I have a lot of free time on my hands" (reverse coded). In this study, role overload's Cronbach's alpha is .64.

Results

The 877 respondents in this study averaged 41 years old with 18 years of professional experience and have been working for their current stations on average of 11 years. They average 42 hours of work a week and more women (55%) than men participated in the study. Nearly 82% of the respondents were Caucasian, and a majority of respondents were anchors (49.2%), followed by reporters (15.5%) and producers (10.9%). News workers in this study worked at stations with an average market size (DMA or MSA) of 66. About 27% of respondents either worked in markets 1-25 (n = 211; 27.4%) or 51-100 (n = 204; 26.5%). Twenty-one percent worked in markets 26-50 (n = 161), and 16% were in markets 101-150 (n = 120).

Descriptive statistics assisted in addressing RQ1, which asks about job satisfaction differences between gender, professional experience, race and market size. Independent sample T-tests were performed to determine job satisfaction differences between men and women. Women demonstrated significantly more job satisfaction than men ($M = 17.2$ vs. 16.4 ; $p < .001$), however both groups were in the high range of job satisfaction (3-9 = low; 10-15 = moderate; 16-21 = high). When examining professional experience, the TV news workers were divided into groups 1-5 years, 6-10, 11-15, 16-20, 21-25 and 26 and more. An ANOVA determined that the 1-5 group had significantly less job satisfaction than the 21-25 group ($M = 15.5$ vs. 17.7 ; $p < .01$) and the 26 and more group (17.6 ; $p < .01$). The only other significant differences were between the 11-15 professional experience group (16.2) and the 21-25 group (17.7 ; $p < .05$). ANOVA's determined that there were no significant differences between market sizes or race.

RQ2 asked about job satisfaction's correlation with autonomy, perception of work quality, organizational support and work overload. Job satisfaction had a significant,

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positive and moderate correlation to autonomy (.57), perception of work quality (.53) and organizational support (.67). Meanwhile, job satisfaction had a significant, negative and small correlation to work overload (-.23) (see Table 1).

Additionally, a multiple-choice question asked, "Which provides the MOST job satisfaction for you (select one): A pay raise; Recognition from a supervisor; Positive audience feedback; Knowing you did a good job; Recognition from colleagues; Fulfilling your journalistic mission; A promotion; Recognition from a source or sources; Local, regional or national awards." Of the respondents ($n = 812$), 23% marked "A pay raise," and 21.3% said "Positive audience feedback." "Knowing you did a good job" was third at 18.3% and "Fulfilling your journalistic mission" was fourth at 10.2%.

H1 states that TV news workers who demonstrate high levels of autonomy and perception of work quality will have higher levels of job satisfaction than those with low levels of autonomy and perception of work quality. Multiple linear regression determined that when job satisfaction was the dependent variable, autonomy and perception of work quality accounted for about 39% of the variance (adjusted r -square = .385). Autonomy (.40) and perception of work quality (.30) are significant, positive and moderate predictors of job satisfaction in this study. Therefore, H1 was supported.

An analysis of variance (ANOVA) was used to examine H2, which states that TV news workers with high levels of work overload and low levels of organizational support will have low levels of job satisfaction. Work overload and organizational support were divided into high, moderate and low groups to conduct this test. The variables were tested on job satisfaction's three categories (3-9 = low; 10-15 = moderate; 16-21 = high). TV news workers with low levels of organizational support ($M = 21.91$; $SD = 10.11$) had significantly lower levels of job satisfaction ($M = 11.91$ vs. 19.20) than those with high levels of organizational support ($M = 45.47$; $SD = 10.95$), $F(2, 826) = 268.34$, $p < .001$. Also, broadcasters with high levels of work overload ($M = 7.78$; $SD = 1.59$) had significantly lower levels of job satisfaction ($M = 15.03$ vs. 18.01) than those with low levels of overload ($M = 8.49$; $SD = 2.11$), $F(2, 825) = 15.230$, $p < .001$. Therefore, H2 was supported.

The study also asked news workers if they worked "differently than a few years ago." Eighty-one percent answered "yes." A follow-up question asked how they worked differently. Among 626 responses, 254 (41%) cited additional work on social media. When asked to select from a list of how job responsibilities have changed (options included layoffs; online responsibilities; social media obligations, experience employees left the newsroom; more shows to produce; promotion/change in job title; it hasn't changed; and other), 35% checked "online responsibilities" or "social media obligations," an indication of two-and-three screen work. If "more shows to produce" is included in the analysis, the two-and-three screen workload accounts for 46% of the respondents.

H3 states that TV news workers with low levels of job satisfaction, organizational support, autonomy and perception of work quality will indicate they are more likely to leave broadcast journalism compared with those with high levels of job satisfaction, organizational support, autonomy and perception of work quality. Respondents were asked, "Do you have any intention of leaving broadcasting within the next five years?" About 19% answered "yes," 47% answered "no," and 34% answered "don't know." An ANOVA determined that those who answered "yes" ($n = 155$) had significantly lower levels of job satisfaction, organizational support, autonomy and perception of work

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quality (see Table 2). TV news workers intending to leave journalism had a lower level of job satisfaction ($M = 13.06$; $SD = 5.38$) than those intending to stay ($M = 18.71$; $SD = 2.69$), $F(2, 816) = 135.91$, $p < .001$. Those intending to leave within five years had lower levels of organizational support ($M = 33.74$; $SD = 14.02$) than those intending to stay ($M = 45.61$; $SD = 12.08$), $F(2, 802) = 54.86$, $p < .001$. The was true for the motivator autonomy, $F(2, 814) = 45.93$, $p < .01$, as those intending to leave ($M = 16.16$; $SD = 5.55$) had significantly lower levels than those intending to stay ($M = 20.56$; $SD = 4.68$). And, finally, for the motivator perception of work quality, $F(2, 808) = 46.90$, $p < .01$, news workers intending to leave ($M = 17.82$; $SD = 6.67$) had significantly less perception of work quality than those intending to stay ($M = 23.13$; $SD = 6.40$). Additionally, those intending to leave measured significantly less on the four variables when compared with those who answered "don't know" ($n = 276$).

In terms of demographics, those intending to leave included mostly women (57%), anchors (41%) and producers (15%), and those working in the 51-100 market size (29%).

Following the "intent to leave broadcasting" question was two open-ended questions: "If you intend to leave broadcast within the next five years, why?" and "If you intend to leave broadcast journalism within the next five years, what kind of work would you do?" Each question elicited more than 300 responses.

The most prominent answer for those intending to leave broadcasting within five years was salary or low pay (71 responses), followed by family issues (46) and quality of work issues (37). Comments regarding pay included, "MORE MONEY, LESS STRESS," "More work and less pay? Hmmmmmm.," "Increasing workload, decreasing pay. Long, odd hours. This is NOT a family-friendly business."

Those who spoke of family issues specifically discussed lost family time, conflict between family and work, and starting a family. One respondent wrote: "Concern for my family with continued stress, hours away from family, constantly being on call, working from home on phone/computer, always being connected to work." Another wrote: "The hours are not family friendly and the duties keep piling up." One respondent represented several women in the study by saying: "Probably will have kids and this is no business - at least in this market size - for anyone with a family."

The changing industry and the perceived lack of investment in quality was an underlying theme for those seeking to leave the TV newsroom. One news worker wrote: "I am frustrated with the quality of television news journalism. The stories we put on the air seem to be just to fill the time. No one puts any emphasis on good story telling or reporting skills." Another said: "The industry is changing - fair/unbalanced/unbiased reporting that defined journalism is being replaced with talking heads and sensationalism." One TV news worker had a deeply cynical view of the industry, writing:

The industry that I knew and loved is taking it's (sic) last gasping, dying breath. It's becoming less and less about telling a good, accurate story and more about the flash and trash of making it fast, visually appealing and available on-demand as digital content that we've shared through social media. Is this journalism at all or just opinions of the talking heads that we could get appear (sic) on our air amongst the b-roll?

The contingency plan for those who intended to leave within five years mostly involved jobs in public relations or marketing (119 responses). However, the uncertainty

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of what happens after leaving the newsroom weighed heavy on many of the respondents. "Don't know, unsure, no idea" accounted for 61 responses. Moving into education or becoming a teacher was third with 36 responses. A few respondents took a light-hearted view of the situation, writing "join the circus," "Dig a natural gas well in my backyard, Cha ching!" and "Starbucks (LOL)."

Discussion

Self-determination theory tells us that intrinsic and extrinsic motivations influence our goal-oriented behavior and determine individual satisfaction (Deci and Ryan, 1985; Deci and Ryan, 2000). In SDT, there is a continuous arch from autonomous action to controlled action. Intrinsic or autonomous actions are associated with the pure enjoyment of doing something for pleasure (i.e. because it is fun). Extrinsic influences generally carry rewards. Nonetheless, intrinsic and extrinsic are not mutually exclusion. Gagne and Deci (2005) contend that "autonomous extrinsic motivation" could include experiences that are not as personally enjoyable but the ultimate outcomes take a higher priority to personal satisfaction. For example, a nurse committed to the health and wellbeing of patients will accept certain aspects of the job that are not enjoyable, such as bathing patients or cleaning bedpans. The commitment to the health of the patient trumps the lesser-appealing aspects of the job (Gagne and Deci, 2005).

Self-determination's intrinsic factors in this study were measured through autonomy and perception of work quality, while the extrinsic factors were measured in organizational support and workload. The results in this study indicate that, consistent with previous work (Ryan and Deci, 2000; Gagne and Deci, 2005; Moran, Diefendorff, Kim, and Liu, 2012; Van den Broeck, Lens, De Witte, and Van Coillie, 2013; Hofmans, De Gieter, and Pepermans, 2013), the intrinsic values of autonomy at work and the perception of producing good work significantly influence job satisfaction levels. Meanwhile, the lack of support from the organization was a predictor of lower job satisfaction levels, as was high levels of work overload.

Also, for TV news workers intending to leave the industry within five years, diminished job satisfaction, low perception of autonomy and work quality, and lack of organizational support are driving factors. The open-ended responses determined that poor salaries, family issues and concerns about quality work play prominent roles for those intending to leave the industry.

When broadcast news workers were directly asked what provided the most job satisfaction, "A pay raise" ranked highest, but only slightly. Intrinsic factors such as audience feedback, and doing a good job were ranked only slightly lower than pay.

Frederick Herzberg conducted extensive research exploring employee motivation that leads to job satisfaction while developing the Herzberg motivation-hygiene theory (Herzberg, Mausner and Snyderman, 1959). Herzberg (1968), among others (Soliman, 1970; Shaver, 1978; Smerek and Peterson, 2007) have established that motivators or intrinsic factors (i.e., recognition or achievement) inspire workers in their work and are direct links to job satisfaction. Meanwhile, hygiene or extrinsic factors (i.e., salary or work conditions) are linked to job dissatisfaction. Herzberg et al. hypothesized that job satisfaction is obtained through enjoyment in the work itself and recognition for good work.

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Replacing experienced employees is costly and time consuming. For 54% of those participating in this study, their commitment to working in a TV newsroom is wavering. The results of this study demonstrate that intrinsic, not extrinsic, factors play a primary role in providing job satisfaction for broadcast workers. Raising job satisfaction levels certainly could diminish the desire to leave the industry. Allowing TV journalists the autonomy to produce good work, and recognizing and rewarding that work is instrumental in developing a more satisfying work environment. Furthermore, carefully evaluating job duties, and the role of social media and online efforts will assist in determining work value. A TV news organization has to assess the time and resource investment in initiatives that are taxing on employees. Do the initiatives result in desired outcomes? Do employees see the value in those initiatives? Can the station and workers measure tangible benefits of the work that is done?

All jobs include mundane tasks. However, when the purpose of those tasks is not clearly established, the tasks shift from mundane to undesirable. For workers, work without value provides no satisfaction. The leaders of any organization need to ask, "Why are we doing this?" and "What are the benefits to the employee and the organization?" Traditionally, journalists desire to produce quality work that is meaningful to a community. Similar to the nurse, the overall importance of the work supersedes bedpan duty.

Conclusions

The purpose of this study was to examine job satisfaction of TV news workers through the self-determination theory's intrinsic (autonomy, perception of work quality) and extrinsic (organizational support, workload) perspectives.

Self-determination issues such as deadlines, breaking news, multiple-screen obligations, competition and the desire to produce quality journalism confront TV news workers each day. Broadcasters who are afforded by their newsroom organizations the freedom and resources to routinely conduct their work have managed to find a great deal of job satisfaction. Those who don't are far more inclined to leave their jobs without any clear plan of action.

Organizational support could certainly be the key proponent for those with high degrees of job satisfaction. Perceived organizational support measures how an organization treats an employee and how the employee perceives the treatment (Eisenberger et al., 1986). Organizational support was significantly correlated with job satisfaction. In this study, support of the organization played an extrinsic factor, and in fact, certainly could be considered an "autonomous extrinsic motivation" as outlined by Gagne and Deci (2005). The organization makes demands of its employees (deadlines, breaking news, social media, etc.), however, for TV news workers those demands were couched in autonomy and producing quality journalism. The intrinsic feelings of their jobs superseded any organizational restrictions. Perhaps that was the result of universal goals between the TV news workers and their media organizations. It certainly could be a subject of future study.

Although the results provide some insight into the working perspective of TV news workers, there are some limitations to the study. Sample size and more crucially sample type is difficult to manage in an Internet survey. However, the sample appears representative of U.S. broadcast workers with a wide range of markets, ages and job titles. Also, as with any survey, asking opinions or perspectives can be complicated.

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Respondents do not always truthfully answer the questions or they attempt to provide the "correct" answer.

Nonetheless, with nearly 900 respondents the results of this study provide a window into the working perspective of TV news workers. The study demonstrates that even though these are difficult times for local broadcast news, some newsroom workers are adapting to still find enjoyment in their work. And much of that enjoyment derives from the autonomy and personal desire to produce good journalism.

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Table 1.
Correlations for variables used in this study

	Job Satisfaction	Autonomy	Work Quality	Organizational Support	Work Overload
Job Satisfaction N = 844	--				
Autonomy N = 820	.574**	--			
Work Quality N = 815	.533**	.581**	--		
Organizational Support N = 826	.666**	.754**	.705**	--	
Work Overload N = 825	-.231**	-.232**	-.341**	-.254**	--

** Significant at 0.01

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Table 2.

Journalists' intentions to leave the profession

Intentions to leave TV news journalism

N = 674

	Journalists	Overall Percentage
Yes	156	19.0%
No	389	47.4%
Don't know	276	33.6%

Mean scores of variables

	Leaving	Staying
Job Satisfaction	13.1	18.7**
Organizational Support	33.7	45.6**
Autonomy	16.2	20.6**
Work Quality	17.8	23.1**

** Significant at 0.01